REQUEST FOR PROPOSAL
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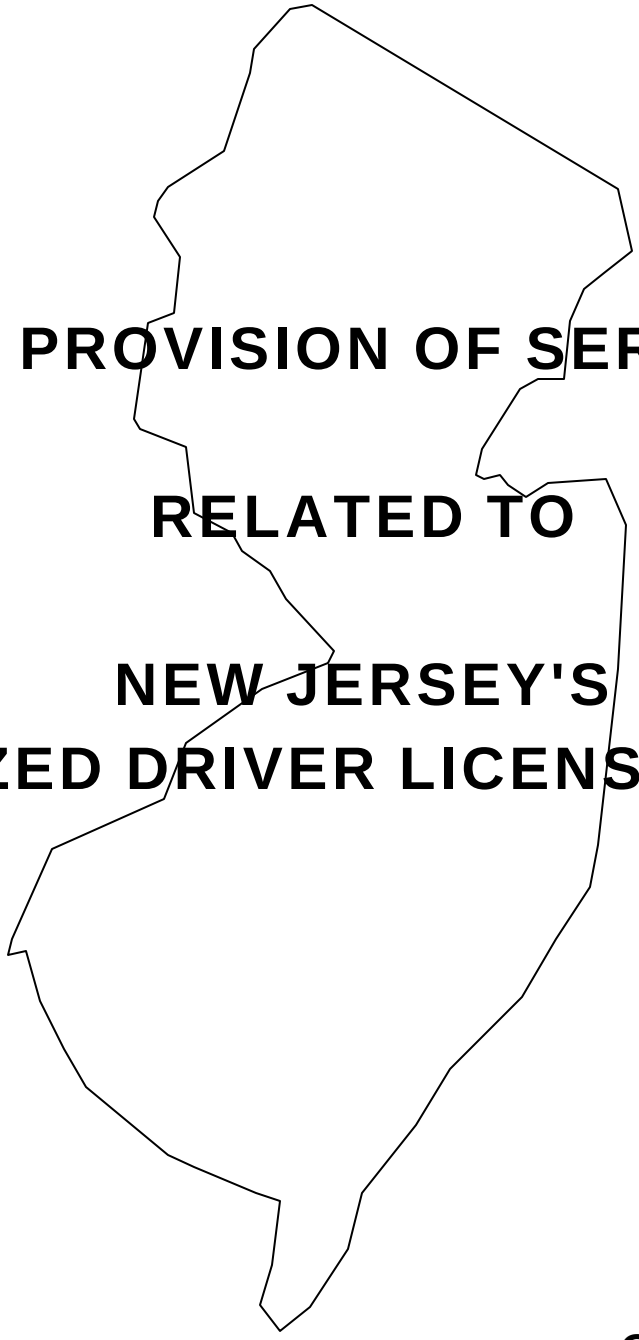

THE PROVISION OF SERVICES

RELATED TO

NEW JERSEY'S
DIGITIZED DRIVER LICENSE SYSTEM

Final Version
October 31, 2001

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1 INFORMATION FOR BIDDERS

1.1 PURPOSE AND INTENT OF THE PROCUREMENT

The purpose of this Request for Proposal (RFP) is to solicit bids from prospective contractors who will meet the requirements described in Section 3, entitled "Scope of Work". At a minimum, the winning contractor must provide the equipment, supplies, system, services and production facilities required for new Jersey's Driver License and

(I D card) System. This will meet the state's need to generate more secure tamper resistant photo driver licenses and identification cards, as well as creating a mechanism to electronically capture store and maintain a repository of picture signature images. The period of time covered, in this proposal, is an initial term of five years of transaction processing/document production with an additional two-year option.

The issuance of both documents will be central and decentralized. Citizens will be able to complete over the counter transactions and receive completed credentials at one (1) New Jersey Motor Vehicle Agency. Three (3) additional decentralized sites will be maintained in locations within the motor vehicle's central office complex, to support special administrative transaction processing and credential issuance functions. These sites include document issuance capabilities for State Police, confidential license issuance, in-house special referral license processing and a system testing support structure.

All other driver license and identification card application processes, photo image capture procedures and transaction processing will be initiated at the 45 motor vehicle field agencies. Following completion of transactions, the system will generate a temporary license or receipt document over the counter to the driver. Agency transaction information will be electronically generated to a contractor, maintained production facility location within the state, which will be responsible for generating central production documents and mailing to all customers.

The Director, Division of Purchase and Property may extend the Contract for two (2) additional years, on a yearly basis, if it appears to be in the best interest of the State and is agreeable to the Contractor. For the two one-year renewal options, the NJ MVS will consider a rate increase request when increased costs are documented by the vendor. This will be the same procedure for adjusting the rates for the second year of the base contract. The maximum increases should be based on the change in the weighted average composite New Jersey CPI-U for the prior year using the weights (NY-66%/Philadelphia 33%). Keep in mind however, that given the lag in reporting, the MONTH, DATE, YEAR – MONTH, DATE, YEAR extension period would be using the percent increase for the then most currently available period. This would be similar for the second year of renewal as well

1.1.1 Project Overview

New Jersey state legislation mandates implementation of a digitized driver license. The project provides for streamlined issuance of secure / tamper resistant driver license and identification

cards that include an image and signature that are electronically captured and integrated with barcode data.

The new driver license and identification cards must be generated from a centralized site and a limited number of decentralized sites. The system must electronically store two (2) digitized signatures and two (2) photos of the individual, and associate the individual's information to the State's repository while also generating a barcode of specific data on the license / ID card itself. The stored images shall represent the most current and previous captured images. Personnel must be able to display image and signature images on an image retrieval workstation and/or personal computer. The system must be able to request new, duplicate and replacement licenses/ID cards when the customer's information changes. The system shall use existing or new database photos and signatures utilizing the information that is downloaded from the State's repository to generate the license/card.

All applicants (initials, transfers and upgrades) applying for a NJ driver's license and or endorsement/restriction are generated a permit. Initial photo and signature data may be captured at the time of issuance of an initial permit. First time drivers obtaining a NJ driver's license have a two-step process by which an unrestricted basic license is generated. Beginning with the issuance of a permit, and progressing, at the age of 17 or older, to being generated a provisional driver's license. Upon completing certain requirements, an unrestricted license is then generated at 18 years or older, again dependent upon completing certain requirements.

The State currently generates over 6 million driver license and ID cards on a four (4) year cycle and one (1) million change requests annually.

In addition, a separate Contractor will be secured to develop all Division Comprehensive System applications and redesign required for implementation of a Graduated Driver License System. A 3rd Vendor will be contracted to handle all Backend Mainframe programming for the Digitized Driver License. Program scope requirements for these programs include Division system modification and development of distinctive provisional license features, enhanced driving restrictions and enforcement features.

A successful contractor must insure coordination and integration with the GDL and the Backend DDL Vendor to insure document production and image repositories confirm with GDL business applications.

1.2 Business Objectives

The following is a summary of the Business Objectives.

State Responsibilities:

- All programming changes to existing state systems and programs. (This process will be handled by another vendor through State Contract)
- Business process flows to the Agencies. (This process will be handled by another RFP vendor through State Contract)

- Provide information and public education.
- System acceptance testing.
- Agency staffing for the image capturing and retrieval systems.
- Decentralized issuing of documents.
- Maintenance of the image / signature repository.
- Communication standards and network connectivity in accordance with OIT Technical Guidelines.
- Coordinate data processing activity with the Office of Information Technology (OIT) and designate a State Technical Manager to assist in supplying functional knowledge, application development support, testing support, and implementation support.
- Coordinate with the OIT Information Systems Audit Unit a Systems Integrity Review in accordance with the United States General Accounting Office (GAO/OP-8.1.3). This review will assess the Reliability of Computer-Processed Data Standards.

Contractor Responsibilities:

- Production of centralized documents (pictures and non-picture licenses) from electronic transfers.
- Equipment/Software required to capture images and demographic data and relay information to the State Image Repository (SIR), and to relay information from the State Image Repository (SIR) to the Image Retrieval Workstation (IRW).
- Preparation of a masterwork plan, design document, site modification plan, disaster recovery and backup plan, testing and acceptance plan, human factors study, and training plan.
- Preparation of a system architecture, conceptual design document, design, development, implementation, training and knowledge transfer for the State Image Repository (SIR).
- Provision for control and security of hardware, software, system access, user identification and authentication, data storage, communication, fire protection and suppression, and audit controls for system access and documents.
- Development, testing, and acceptance of the capture, display, card generation system, and the generated card.
- System and equipment availability, reliability, flexibility, and expansion.
- Repair, replacement, and maintenance of equipment and software.
- Material used to produce and mail picture and non-picture licenses.
- Train personnel.
- Integration with MVS Comprehensive, Contractors Central System.
- Network sizing for imaging process.
- Development and Testing of a Disaster Recovery plan.
- Indicate the capability for enhancements to the New Jersey digital driver's license with emerging technologies in the future.

1.2.1 Milestones

- Award RFP
- Complete program development

- Complete repository development
- Complete testing
- Complete documentation
- Phase 1 (Pilot Program) Implementation
- Phase 2 Implementation Begins
- Implement System
- Complete Rollout

1.2.2 Key Events

Key Events and Dates are located within the document.

1.2.2.1 Questions and Inquiries

It is the policy of the Purchase Bureau to accept questions and inquiries from all potential bidders receiving this RFP.

Written questions should be mailed or faxed to the Purchase Bureau to the attention of the assigned Purchase Bureau buyer at the following address:

Purchase Bureau
Division of Purchase and Property
State of New Jersey
PO BOX 230
Trenton, New Jersey 08625-0230
Attention: Lawrence P. Nowak

Phone: 609-292-2192
Fax Number: 609-292-5170

A copy of all written questions should be and faxed to the Using Agency as indicated below:

New Jersey Department of Transportation
Motor Vehicle Services
PO Box 145
Trenton, New Jersey 08625

Attention: Joseph Csolak
Fax Number: (609) 292-7040

1.2.2.1.1 Cut Off Date for Questions and Inquiries

A Mandatory Pre-Bid Conference has been scheduled for this procurement; therefore, the cut-off date for submission of questions will be at the conclusion of the Mandatory Pre-Bid Conference. While all questions will be entertained at the Mandatory Pre-Bid Conference, it is strongly urged that questions be submitted in writing before the Mandatory Pre-Bid Conference. Written questions must be delivered to the Purchase Bureau buyer. It is requested that bidders having long, complex or multiple part questions submit them in writing as far in advance of the Mandatory Pre-Bid Conference as possible. This request is made so that answers can be prepared by the State by the time of the Mandatory Pre-Bid Conference.

1.2.2.1.2 Question Protocol

Questions should be submitted in writing to the attention of the assigned Purchase Bureau buyer. Written questions should be directly tied to the RFP by the writer. Questions should be asked in consecutive order, from beginning to end, following the organization of the RFP. Each question should begin by referencing the RFP page number and section number to which it relates.

Short procedural inquiries may be accepted by telephone by the Purchase Bureau buyer, however, oral explanations or instructions given over the telephone shall not be binding upon the State. Bidders shall not contact the Using Agency directly, in person, or by telephone, concerning this RFP.

IMPORTANT NOTE: The Purchase Bureau may continue to accept and respond to questions through its web site after the mandatory pre-bid conference. A final decision on this matter as well as the methodology for its implementation will be addressed during the pre-bid conference.

1.2.2.2 Mandatory Pre-Bid Conference

A Mandatory Pre-Bid Conference has been scheduled for this procurement. The conference will be held on the 8TH Floor East Conference Room at:

Division of Motor Vehicles
225 East State Street
Trenton, New Jersey 08625

Date and time of Pre-Bid conference will be specified on the cover sheet.

CAUTION: Bids will be automatically rejected from any bidder that was not represented or failing to properly register at the Mandatory Pre-Bid Conference.

The purpose of the Mandatory Pre-Bid Conference is to provide a structured and formal opportunity for the State to accept questions from bidders regarding this RFP.

Any revisions to the RFP resulting from the Mandatory Pre-Bid Conference will be formalized and distributed to attendees as written addendum to the RFP. Answers to deferred questions will also be distributed to attendees as written addendum to this RFP.

1.2.2.3 Document Review Room

The State has established a document review room to provide bidders with the opportunity to review supplemental materials relevant to this procurement. The document review room has been established to allow bidders access to information that may be needed to prepare and submit accurate and comprehensive bid proposals. Such review, while strongly recommended, is not mandatory.

The document review room will be located at MVS Headquarters, 225 East State Street, Trenton NJ 08625 on the 5th Floor West Wing and will be accessible from 9 AM to 4 PM on the following dates:

Bidders must first contact the MVS Office and schedule an appointment for Document Review. The telephone number for an appointment is (609) 633-7479.

1.2.3 Library Listing

The Library will consist of the following documents:

- **MVS OIT Systems Diagrams**
  Motor Vehicle Services entity relationships and systems interfaces (Microsoft Power Point presentation). Data flow diagrams showing the MVS business applications and the interfaces that exist between them.
- **Motor Vehicle Services Current Systems Environment Overview**
  This document contains high-level descriptions of the on-line programs, batch programs and job streams for each of the following systems:
  - Agency Interface
  - Remittance System
  - Revenue System
  - List of programs (also Attachment to this RFP)
- **OIT Mainframe Standard Software** - List of software products and versions in use.
- **Motor Vehicle Services Test Definition Document** -Test methodology, approach, plan, procedures and acceptance requirements for software testing.
- **MVS/OIT Project Development Life Cycle Flow Diagram**

NOTE: BIDDERS ARE PROHIBITED FROM REMOVING ANY MATERIALS FROM THE LIBRARY. THE PURCHASE BUREAU WILL NOT PROVIDE FOR THE PHOTOCOPYING OF ANY MATERIALS CONTAINED IN THE LIBRARY. BIDDERS, HOWEVER, ARE

PERMITTED TO BRING PHOTOCOPY EQUIPMENT FOR THE PURPOSE OF COPYING MATERIALS. BIDDERS SHOULD CONTACT THE PURCHASE BUREAU BUYER TO ARRANGE A SPECIFIC REVIEW TIME.

1.3 BACKGROUND

1.3.1 NEW JERSEY MOTOR VEHICLE SERVICES – BACKGROUND

New Jersey Motor Vehicle Services (MVS) operates four Regional Service Centers and oversees 45 Motor Vehicle Agencies (field sites) operated by private agents and their employees. (see attachment for list of MVS Agencies.) These locations currently have the capability of issuing photo and non-photo driver licenses and photo identification cards (laminate only).

In addition, MVS Central Office, Mail Unit, currently processes all renewals that are mailed to MVS. The driver licenses that are mailed by the applicant are processed as a non-photo license since MVS does not currently store any photo images on file.

All monies collected are deposited in the State's "General Fund".

1.3.1.1 Documents Generated

There are over 6.08 million licensed drivers in the State of New Jersey as of July 2, 2000 (refer to attachments for a sample of current documents). At this time, the number of licenses or identification cards to be generated over the counter or centrally in the future is undetermined, nor can or will an estimate be made. All documents generated are assigned a unique transaction number that is printed on all documentation. The transaction number indicates the issuing MV Agency, date of issuance and a processing number, which is systematically increased by one throughout the day.

1.3.1.2 Existing Driver Licenses

Photos are required on licenses that are generated to initial (first time and transfers to New Jersey), boat operators, Commercial Drivers holding a Commercial Drivers License (CDL) and individuals under the age of 21. All other individuals currently have the option of renewing their licenses with or without a photo. All licenses are generated for four (4) years and may be renewed prior to expiration, or at the end of the expiring month.

1.3.1.3 Existing Identification Cards

MVS generates two types of identification cards. First, to any state resident, 17 or older, whom either chooses not to, or is unable to, obtain a driver license because of disability and/ or handicap. Second, to those individuals, requiring a physician's certification, a Handicapped Photo or Non Photo Identification card is processed. The Identification Cards have a four-year term. Unless otherwise noted, photos are required for all identification cards.

1.3.2 Existing Document Processing

1.3.2.1 Initial Licenses and Identification Cards

The issuance of a photo license is currently conducted at any one of the 45 Motor Vehicle Agencies, field offices, or the one in-house Trenton office. The MVS Agency employees data inputs, into the Motor Vehicle Agency's BULL/ HN (Agency) system, the unique identifier, a.k.a. driver license number, generated at permit issuance, and verifies if any biographical or address changes are required .The data is updated in the MVS mainframe Comprehensive System.

The processing of identification cards is initiated in a similar process except the " DL number" is generated at the time of initial application for an ID card. The MVS employee enters both the biographical and address information. This data is then updated in the MVS mainframe Comprehensive System. An MVS Agency employee communicates with the mainframe via the Agency system to process and subsequently generate a driver's license (DL) or identification card (ID).

The MVS Agency system retains only five days of work activity while the mainframe stores all driver-related information. All processing to and from MVS's mainframe is real-time.

The MVS Agency system prints a MVS supplied bar-coded receipt document for the license or identification card with data needed to identify the applicant. The applicant will then submit the appropriate fees for his/her license or identification card to the cashier. The applicant proceeds to "photo area" for the photo processing of the DL/ID, which includes the capturing of the photo and signature, and document laminating.

1.3.2.1.1 In-person Renewal and Duplicate Driver License (DL)/ Identification (ID) Card

The processing of in-person renewal and duplicate DLs/IDs is similar to the initial DL/ID document issuing process. A MVS Agency employee accesses MVS Comprehensive System via the MVS Agency system and the appropriate information is verified, and/or modified and updated, as needed. A Non-picture license is processed for those applicants who choose not to have a photo license. The applicant submits the appropriate fees for his/her license or identification card to the cashier. A receipt document is generated for a photo DL and ID. If a photo is requested or required the applicant proceeds to "photo area" for the photo processing of the DL/ID, which includes the capturing of the photo and signature, and document laminating.

1.3.2.1.2 Mail Renewal DL

Only non-picture driver licenses can be renewed by mail since the State does not store images. In order to renew a New Jersey driver license by mail, a customer mails his/her renewal application and check/money order to MVS. The application goes in one hopper and the check in another. The remittance processor then scans the renewal application and check to ensure consistency between the amount due and the amount paid. If these amounts agree within a tolerance of $1.00, a record is created and transmitted electronically to OIT for processing against the Motor Vehicle Service's Comprehensive System (MVS CS) and subsequent printing and mailing of the non-picture license. If any information changes are requested, or errors are detected, the application is sent to MVS Data Base Corrections Unit to process.

1.3.2.1.3 Address Changes

Address changes are made by Motor Vehicle Agencies, MVS Telephone Center employees or any employee given the proper access to the system. In both cases, an employee enters the new address into MVS mainframe database. A Motor Vehicle Agency generates a new document with the changed address. If an address change is requested by phone, MVS sends stickers to the customer's new address. These stickers are adhered to the back of the driver license or identification card.

1.3.3 Document Processing Changes

1.3.3.1 Digitized License

Legislation passed and signed by New Jersey's Governor Christine Todd Whitman, on February 25, 1999, mandates changes to New Jersey's driver license (& ID card) program. The DDL program was not implemented due to a lack of resources. However, in early October 2001, the Acting Governor announced that program implementation will move forward. MVS has thus identified changes to the 1999 law that are being fast-tracked to the NJ Legislature. This RFP is designed to incorporate those amendments. In general, the following initiatives will impact the winning Contractor's role in the driver's license project and document issuance volumes:

- Permit the use and storage of digitized images and digitized signatures.
- Require mandatory picture driver licenses for all cardholders.
- Seniors age 70 or over will have the option of a two (2) year mandatory photo.
- Require a mandatory new image every eight (8) years (every other renewal cycle).
- A mandatory site visit will be applicable and the state will require, as part of the scope of work for the RFP, that the vendor establish an in-state secure site for document manufacturing and mailing. If the Bidder plans to lease the in-state site after contract award, the bidder must demonstrate in the proposal how it plans to meet all the mandatory requirements in sections 3.1.4.4.1.1 through 3.1.4.4.1.5.
- Require new documents be generated for change of addresses.
- Allow for the issuance of a replacement/duplicate documents using the stored image for licenses that have not expired.

1.4 ADDITIONAL INFORMATION

1.4.1 Revisions to this RFP

In the event that it becomes necessary to clarify or revise this RFP, such clarification or revision will be by addendum. Any RFP addendum will be distributed as follows:

A Mandatory Pre-Bid Conference has been scheduled for this procurement. Any addendum generated before the Mandatory Pre-Bid Conference will be distributed to all bidders who were sent the initial RFP. Any addendum generated at the time of or after the Mandatory Pre-Bid Conference will be distributed only to those bidders represented and properly registered at the Mandatory Pre-Bid Conference.

1.4.2 Addendum as a Part of this RFP

Any addendum to this RFP shall become part of this RFP and part of any contract resulting from this RFP.

1.4.3 Issuing Office

This RFP is issued by the Purchase Bureau, Division of Purchase and Property. The buyer noted in Section 1.3.1 is the sole point of contact between the bidder and the State for purposes of this RFP.

1.4.4 Bidder Responsibility

The bidder assumes sole responsibility for the complete effort required in this RFP. No special consideration shall be given after bids are opened because of a bidder's failure to be knowledgeable of all the requirements of this RFP. By submitting a proposal in response to this RFP, the bidder represents that it has satisfied itself, from its own investigation, of all of the requirements of this RFP.

1.4.5 Cost Liability

The State assumes no responsibility and bears no liability for costs incurred by bidders in the preparation and submittal of proposals in response to this RFP.

1.4.6 Contents of Bid Proposal

The entire content of every bid proposal will be publicly opened and becomes a public record. This is the case notwithstanding any statement to the contrary made by a bidder in its bid proposal.

All bid proposals, as public records, are available for public inspection. Interested parties can make an appointment to inspect bid proposals received in response to this RFP with the Purchase Bureau buyer.

1.4.7 Price Alteration

Bid prices must be typed or written in ink. Any price change (including "white-outs") must be initialed. Failure to initial price changes may preclude an award being made to the bidder.

1.4.8 Joint Venture

If a joint venture is submitting a bid, the agreement between the parties relating to such joint venture should be submitted with the joint venture's proposal. Authorized signatories from each party comprising the joint venture must sign the bid proposal. A separate Ownership Disclosure Form, Affirmative Action Employee Information Report, MacBride Principles Certification and, if applicable, foreign (out of State) corporation registration must be supplied for each party to a joint venture.

2 DEFINITIONS

The following definitions shall be part of any contract awarded or order placed because of this RFP:

2.1 NJ State Definitions

COMMERCIAL DRIVER LICENSE (CDL) – A specifically branded New Jersey license with identified endorsement fields, denoting class of commercial operation such as truck and bus drivers.

DEMOGRAPHIC DATA – Any data pertaining to customer license information. Ie. (name, address, license class/endorsement/restrictions, revenue, image and signature)

DIGITIZED DRIVER LICENSE (DDL) – a new form of license that will capture, store and display an applicants image as well as print it on the driver license. The intent of this is to reduce the number of fraudulent licenses and curtail underage drinking by implementing a centrally generated digitized driver license.

DATA ENCRYPTIAN STANDARDS (DES) - An encryption scheme approved for use within the United States by the National Security Agency (NSA).

DRIVER LICENSE (DL) – A document generated that allows an individual to drive various motorized vehicles depending on the brand of class, endorsements and/or restrictions.

GRADUATED DRIVER LICENSE (GDL) - The GDL is a new law passed that has recently taken effect on January 1, 2001. This new law is to reduce teenage fatalities through education, increasing the practice driving time, imposing restrictions on the number of passengers, and limiting the hours of operation.

GARDEN STATE NETWORK (GSN) - For government agency telecommunications, the State currently employs the Garden State Network (GSN), which is managed and supported by OIT. It is available statewide to meet the needs of agencies for dedicated and switched services in support of centralized and distributed data processing applications resident in mainframe, mini-computer, local area network (LAN), and personal computer environments. All major applications (e.g. - criminal justice, social services, education, human resource, payroll, lottery, transportation, accounting, purchasing, employment services, etc.) use the GSN. It serves over 25,000 users and handles 1.4 billion agency transactions yearly.

INTERNATIONAL BUSINESS MACHINE (IBM) - Business company that develops and manufactures advanced Informational Technology solutions that include computer systems (PC, servers, etc.), software, networking systems, storage devices, and microelectronics.

IDENTIFICATION (ID) – a unique number generated to non-drivers so vehicles can be registered and violation entry and monitoring can be done. This number is similar to a drivers license number but with less privileges.

JPEG FILE INTERCHANGE FORMAT (JFIF) - JPEG File Interchange Format is a minimal file format which enables JPEG bitstreams to be exchanged between a wide variety of platforms and applications. This minimal format does not include any of the advanced features found in the TIFF JPEG specification or any application specific file format. Nor should it, for the only purpose of this simplified format is to allow the exchange of JPEG compressed images.

JPEG File Interchange Format features

- Uses JPEG compression
- Uses JPEG interchange format compressed image representation
- PC or Mac or Unix workstation compatible
- Standard color space: one or three components. For three components, YCbCr (CCIR 601-256 levels)
- APP0 marker used to specify Units, X pixel density, Y pixel density, thumbnail
- APP0 marker also used to specify JFIF extensions
- APP0 marker also used to specify application-specific information

MOTOR VEHICLE SERVICES (MVS) – Another term for the Division of Motor Vehicles

MOTOR VEHICLE SERVICES COMPREHENSIVE SYSTEM (MVSCS) - The collection of mainframe subsystems and applications that support MVS are commonly referred to as the Comprehensive System. This system includes Driver Testing, licensing, driver history, registration, title and revenue systems.

MOTOR VEHICLE SERVICES AGENCY SYSTEM (MVSAS) - MVS utilizes 55 BULL ESCALA servers to access the Motor Vehicle Services Comprehensive System (MVS CS) from Motor Vehicle Agencies and other MVS sites. Communication from the MVS CS will be done in real time. MVS AS transactions will be performed in real-time. Edits are performed through the local server processor.

MULTIPLE DRIVER RESOLUTION (MDR) – An existing MVS system that allows up to 20 driver owner records to be combined and all data pointing to one primary internal number with cross reference records.

NATIONAL CRIME INFORMATION SYSTEM (NCIS) - A federally maintained national database of criminal information that is accessed when processing a Commercial License transaction.

OFFICE OF INFORMATION TECHNOLOGY (OIT) - The Office of Information Technology (OIT) was established in accordance with Executive Order No. 87, effective September 1998. Residing as an independent organization "in but not of" the Department of the Treasury, OIT is responsible for telecommunications and information processing needs within the Executive Branch of State government on an enterprise-wide basis, servicing 15 departments

and numerous agencies. OIT's mission is to enable excellence in New Jersey State government through effective use of information technologies

STATE IMAGE REPOSITORY (SIR) - The State Image Repository (SIR) will be a relational Database Management System (DBMS) and will be located at a State Data Center. The SIR will store at least two color images, two gray scale images, and two signatures per individual. DOT/MVS may authorize other government agencies and non-government users to access the SIR.

UNDER 21 LICENSE – A document generated specifically identifying operator is under 21 years of age with a distinct color from a drivers license generated to a person 21 years or older.

TOTAL, ALL-INCLUSIVE, LUMP SUM, FIRM FIXED COST – Any price or cost bid, which cannot be increased or decreased during the contract period specified. A total all-inclusive, lump sum, firm fixed cost is a bid cost which includes all direct and indirect costs including, but not limited to; burden, overhead, fee, profit, clerical support, travel expenses, safety equipment, materials, supplies, labor, supervision, managerial support and all documents, forms, and reproductions thereof. Total all-inclusive, lump sum, firm fixed costs must also include portal-to-portal expenses. Time spent in traveling to and from the work-site or the employee's normal workstations must not be included in the firm fixed cost. Contractor's personnel shall not e paid for time spend commuting or traveling to the work site, or for meals, lunch, dinner or other breaks.

For the purposes of this RFP, the total, all-inclusive, lump sum cost bid for each license produced and mailed must also include all costs associated with the production, packaging, handling and shipping of the licenses produced, **except the actual postage paid to mail the finished license to the driver.**

2.2 Purchase Bureau Definitions

ADDENDUM– Written clarification or revision to this RFP issued by the Purchase Bureau.

ALL INCLUSIVE HOURLY RATE – All direct and indirect costs, including but not limited to overhead, fee or profit, clerical support, travel expenses, safety equipment, materials, supplies, insurance, managerial support and all documents, forms and reproductions thereof. Hourly rates also include portal-to-portal expenses. Time spent in traveling to and from the work site or employee's normal workstation should not be included in any estimates.

AMENDMENT – A change in the scope of work to be performed by the contractor. An amendment is not effective until it is signed by the Director, Division of Purchase and Property.

BIDDER – An individual or business entity submitting a bid in response to this RFP.

CONTRACT – This RFP, any addendum to this RFP, and the bidder's proposal submitted in

response to this RFP and the Division's Notice of Acceptance.

CONTRACTOR – The contractor is the bidder awarded a contract.

DIRECTOR – Director, Division of Purchase and Property, Department of Treasury. By statutory authority, the Director is the chief contracting officer for the State of New Jersey.

DIVISION – The Division of Purchase and Property.

EVALUATION COMMITTEE- A committee established by the Director to review and evaluate bid proposals submitted in response to this RFP and to recommend a contract award to the Director.

MAY – Denotes that which is permissible, not mandatory.

PROJECT – The undertaking or services that are the subject of this RFP.

REQUEST FOR PROPOSAL (RFP) – This document which establishes the bidding, contract requirements, and solicits proposals to meet the purchase needs of Using Agencies as identified herein.

SHALL OR MUST – Denotes that which is a mandatory requirement. Failure to meet a mandatory requirement will result in the rejection of a bid proposal as materially non-responsive.

SHOULD – Denotes that which is recommended, not mandatory.

STATE PROJECT MANAGER – The individual responsible for the approval of all deliverables, i.e., tasks, sub-tasks, or other work elements in the Scope of Work.

STATE – State of New Jersey.

3 SCOPE OF WORK

3.1 NEW JERSEY'S DRIVER LICENSE (NJDL) (& ID CARD) SYSTEM

Section 3.1 details the technical requirements for New Jersey's Driver License (NJDL) (& ID Card) System. The NJDL System requirements must incorporate the identification card requirements as well.

3.1.1 NJDL SYSTEM

The Contractor must provide an overall system design that includes, but is not limited to:

- Production of tamper-resistant Basic Driver License, and Identification (ID) cards
- Design, develop and implement the State Image Repository (SIR)
- Design integration interfaces for all application systems and components
- Assurance of audit trail capability
- Provision of equipment and supplies
- Plans for transition and training
- Maintenance, and Repairs
- Backup, Recovery systems and Disaster Plans

The Contractor must successfully execute a multi-phase program for the development/implementation of the NJDL System.

In an attempt to issue a comprehensive RFP without undue restriction on the Contractor's System Design, New Jersey's Driver License System includes a system architecture and concept of operation based on existing and conceptually new components. This Section provides information intended for Contractor understanding based on NJDL System architecture and concept of operation. This architecture also includes the Contractor's Central System (CCS), which will play a key role in processing and issuing driver licenses and identification cards.

3.1.1.1 NJDL System Architecture

The NJDL System notional architecture is anticipated to be a set of interconnected systems and equipment for the New Jersey Driver License (NJDL) System. Functionality is loosely assigned to each new component in this architecture to allow for a complete description. Inter-connectivity of components assumes an exchange of information. Required interfaces and technical specifications are enumerated in the following sections.

3.1.1.2 NJDL System Components

The NJDL System will consist of several components (Contractor's and MVS') that operate in a distributed mode to fulfill the complete set of functional requirements of driver license and identification card issuance.

3.1.1.2.1 Motor Vehicles Service's Systems

Motor Vehicle Service's System will continue to perform all necessary calculations (e.g. document fee costs, expiration dates, image required, etc.) and store cardholder's demographic data. MVS utilizes 55 BULL ESCALA servers to access the Motor Vehicle Service's Comprehensive System (MVS CS) from Motor Vehicle Agencies and other MVS sites.

Communication from the MVS CS will be done in real time. MVS AS transactions will be performed in real-time. Edits are performed through the local server processor.

A State Image Repository (SIR) will be established to store picture and signature image. The successful winning contractor will be responsible for the development of the State Image Repository (SIR) and the integration interfaces with motor vehicle agency, comprehensive and centralized and over the counter site system application and components.

3.1.1.2.2 Contractor's Central System (CCS)

The Contractor's Central System (CCS) will be the responsibility of the Contractor. In addition, the CCS will produce and mail picture driver licenses, and picture identification cards at the Contractors cost.

3.1.1.2.3 Image Capturing System (ICS)

The Image Capturing System will consist of the equipment required to capture, temporarily store and electronically send cardholder's digitized image, digitized signature and necessary customer demographic information. This will include a link to the MVS CS to transmit and update the captured information. Images will be captured locally and transmitted for storage in the State Image Repository (SIR). The ICS must also create and update during the image transfer to the MVS CS a unique transaction identifier using the current OIT MVS standards.

At a minimum, the system will consist of a personal computer & two monitors (one for operator usage and the second for customer display), a camera to take digitized images, a signature pad and a bar code reader.

3.1.1.2.4 Over the counter Card Issuing System (OTCCIS)

The decentralized over the counter card issuing system (OTCCIS) for completion of document issuance transaction includes a card issuing printer to be located at one (1) Regional Service Center (RSC). There will also be three (3) additional OTCCIS's for special administrative transactions as described in Part #1 of the RFP located within the Division's central office complex. Back-up equipment for the Regional Service Center will be needed to ensure that there will be no down time as this is the only location that a holder can receive completed over the-counter documents. Image Capturing Systems located at the above sites will send the appropriate information to the State Image Repository (SIR), and this information, in real time, will be returned to the printer in order to provide over-the-counter documents. These OTCCIS printers will only print picture documents. These OTCCIS systems will be required to store a record of this transaction for future audit.

3.1.1.2.5 Image Retrieval Workstation (IRW)

The Image Retrieval Workstation (IRW) will be used by agency employees, Driver Testing Locations, Driver Control Center and miscellaneous MVS departments to retrieve images stored on the State Image Repository (SIR). These workstations must display the driver's demographic information, picture image and signature image. See the Attachments for the number and locations of these units.

3.1.1.2.6 Image Retrieval Software

The development of any image retrieval application software must be compatible with, and easily interfaced for use on State owned IBM personal computers with features equivalent to the IRW. Developed software is required to operate in an open system environment.

3.1.1.2.7 NJDL System Ownership

The State does not intend to own any of the NJDL equipment described in sections 3.1.1.2.2 (Contractor's Central System) to 3.1.1.2.5 (Image Retrieval Workstation). However, the State will retain ownership of all driver license and ID cards, all data required to generate license & ID cards, including the digitized image and digitized signature State Image Repository (SIR). The Contractor, as per "Driver Privacy Protection Act", cannot use any of the collected information for any purpose other than the production of State generated Drivers Licenses. .

3.1.1.3 NJDL System Concept of Operation

The process of issuing licenses will take place at one (1) New Jersey Motor Vehicle Agency, and three (3) additional over the counter systems for administrative purposes should also be provided in locations at the Motor Vehicles Services Central office in Trenton. Real time, and at the CCS facility upon receipt of electronic transmission.

3.1.1.2.8 Over the Counter Card Issuance

The successful contractor must provide a NJDL fully Functional System capability to generate over the counter picture license and picture identification cards. Therefore, the contractor developed N.J.D.C. system must provide all equipment, software and functional communications system to provide a de-central issuance of picture image cards at up to (1) one New Jersey Motor Vehicle Agency. Three (3) additional de-centralized sites should be provided the N.J.D.L. System in locations at the Motor Vehicle Service's Central office in Trenton. These picture licenses and identifications must be identical in feature to the cards generated from the CCS.

3.1.1.3.2 Central Card Issuance

The Contractor will be responsible for centrally issuing all picture licenses and identification cards (except for those previously described in section 3.1.1.3.1, Over the Counter Card Issuance).

3.1.1.3.2.1 Central Card Issuance

The Image Capturing Systems (ICS) will electronically transmit to the State Image Repository (SIR), in real time, the captured digitized Images, digitized signatures and required demographic information. The CCS will receive the necessary information to centrally generate picture licenses and identification cards. The State will be responsible for the electronic transmission of the required information to the Contractor, electronically.

3.1.1.3.2.2 Cards Generated for Drivers Under 21

The MVS System will calculate these cardholders' expiration dates. Legislation requires that the text, "Under 21" be printed on licenses/Id's for cardholders under the age of 21. Also the document must display the image and information in a vertical (portrait mode) fashion. In

addition, a different image color (anticipated to be red) must be displayed on licenses /ID's issued to those individuals under 21 years of age. The printing of the color would be determined by the individuals birth date.

3.1.1.3.2.3 Duplicates (Picture on File)

Customers whose licenses/IDs were lost or stolen will need a duplicate document. Currently customers are required to go to an MVS agency to receive a duplicate. As with all other agency transactions, this request will be sent real-time to the State Image Repository (SIR). In the future, MVS will allow customers to request duplicate documents by telephone or over the Internet if their images are on file. These requests will be transmitted to the CCS, electronically.

3.1.1.3.2.4 Duplicates (New Picture Requested)

If a customer requests a new digitized image, although s/he already has an image on file, the electronic file sent from the MVS CS to the Contractor's Image Capturing System (ICS) will indicate that the image is on file and stored. The image will be returned to the ICS and be compared to the image captured for customer identity verification of identity of the customer. The transaction must first be processed on the MVS Agency System. The new image will then be sent to the State Image Repository (SIR) for processing of a new document.

3.1.1.3.2.5 Renewals (Picture on File)

Customers whose licenses/IDs have expired will need a Renewed document. MVS will send a preprinted renewal notice 3 months prior to expiration date of document. If the image resides on the State Image Repository (SIR) and is not older than 8 years, the customer will have the option to mail the renewal notice to MVS for processing, or appear in person at a MVS Agency. If mailed, MVS will process the application, collect the fees required and then send a transaction to the Contractor Central System for mailing. If the customer appears at an MVS Agency, the required fees will be collected through the MVS Agency System and a transaction will be sent to the Contractor Central System for mailing.

3.1.1.3.2.6 Renewals (New Picture Required)

Customers who require a new picture, or the initial picture needs to be captured, will be sent a renewal notice 3 months prior to expiration requiring them to appear at one of the MVS Agencies. The MVS Agency will collect the fees required and capture the image through the ICS, or the customer can mail in renewal and pre-pay for license, receiving a bar-coded temporary license though the mail, which would be taken to a MVS Agency for processing at the ICS. The image will be updated to the MVS CS in real time and a transaction will be sent to the Contractor Central System to produce and mail the license with the new image. The image will be updated to the MVS CS in real time and a transaction will be sent to the Contractor Central System to produce and mail the license with the new image.

3.1.1.3.2.7 Change of Addresses

Changes of addresses will be processed by MVS Agencies, or from information received by other MVS departments. The update will be made to a drivers record, and for issuance of a new document with the image that is on file in the State Image Repository (SIR). This transaction will be processed upon receipt of the required fee. If a customer requests a new image at the same time then they would be required to pay the additional fee for a new image and have the image captured and updated in the State Image Repository (SIR). The system would then update the information and generate the new document through the CCS process. In the future, MVS

will allow customers to request change of address documents by telephone or over the Internet if their images are on file. These requests will be transmitted to the CCS electronically (State Responsibility).

Drivers with the old style license, whose image is not on file, will continue to receive address stickers during the four year transition period to be affixed to their current license. These drivers could request a new style document by paying the required fee and having their image captured and transmitted to the State Image Repository (SIR). The system would then update the information and generate the new document through the CCS process.

3.1.1.3.2.8 Upgrades, Downgrades & Corrections

Customers who require any other changes to his/her license document, such as a name change, or the upgrading or downgrading of license privileges, will be required to be processed by an MVS Agency System to revise the document. This information will then be updated in the MVSCS and a new document will be generated by the CCS with the data being sent electronically to the Contractor. Drivers with the old style license will be required to have an image and signature image captured for the issuance of a document in the transition period. If license is suspended, the system should still allow the image capture and data change but should not produce a document.

3.1.1.3 NJDL System Use of Commercial Products

Commercial-off-the-shelf (COTS) products may be used to the maximum extent possible to accomplish the following:

- Reduce system acquisition costs
- Reduce the time required to field new systems
- Capitalize on commercial research and development to field state-of-the-art systems more quickly
- Offer opportunities to reduce life-cycle costs.

As appropriate, the Contractor will deliver commercial manuals that provide complete documentation for operation, maintenance and use of all leased hardware products in accordance with prevailing commercial practices, including documentation of upgrades. COTS software modification is discouraged and allowed only with prior written approval from the State, on a case-by-case basis. COTS products must be integrated and tested with the most current version available at the time of system development. The Contractor will be responsible for providing the most current version, and any upgrades to the COTS products after implementation of the DDL system.

3.1.2 CONTRACTOR NJDL SYSTEM ACTIVITIES

The Contractor must conduct the activities discussed in the following subparagraphs during the life of the contract to supply, install, setup, and maintain a turnkey system. Operation and use of the local MVS agency equipment (i.e., Image Capturing Systems (ICS), Over the Counter Card Issuing Systems (OTCCIS) and Image Retrieval Workstation (IRW) will be performed by current staff at those agencies. The contract requires provision of sufficient local MVS ICS to handle processing loads at 45 locations with minimum of two working cameras and up to three (3) at higher volume locations. Analysis should be conducted by the vendor using existing agency statistical information supplied in the attachments and library listing to make determination if the third camera is necessary. Any recommendations could be subject to change

as the State deems necessary. The contract also requires provision of MVS OTCCIS' at one (1) New Jersey Motor Vehicle Agency. Three (3) additional over the counter systems for administrative purposes should also be provided in locations at the Motor Vehicles Services Central office in Trenton. Both the number and location of these sites are also subject to change.

3.1.2.1 NJDL System Development

The Contractor must develop the ICS that will be located at all MVS agencies. The Contractor must also develop the OTCCIS locations to generate over-the-counter driver licenses and identification cards. The Contractor's Central System (CCS) must generate and mail all other documents. The Contractor must supply hardware / software and provide communication modules to interface with the existing infrastructure of the Motor Vehicles Services (MVS). The resulting architecture must be referred to as the NJDL System.

The Contractor must complete and deliver an NJDL system design document that describes the NJDL system and addresses the technical requirements outlined in the following sections, and the technical solutions needed to meet the requirements. The document must explain how the hardware, software, and other components will inter-operate in order to fulfill all required system functions, and identify any assumptions or constraints used in developing the design.

The Contractor must provide the hardware and software required for the NJDL system. The Contractor must install, test, and provide maintenance support for the equipment. The Contractor must develop all Interfaces to the MVS Mainframe On-Site. All other application development work can be performed at an off-site location. The Contractor must develop a transition and installation plan to replace the current driver license photo system. The Contractor must develop backup / restoration procedures to ensure services are available to the customer within the time limits specified in section 3.1.2.8, NJDL Post-Installation Support.

3.1.2.2 NJDL System Testing and Acceptance

The Contractor must submit a NJDL test plan that delineates the system test procedures and describes the methods used in system testing. This must include developing and documenting a comprehensive test data file that will test every aspect of the system before it is presented to the State. The test plan will require the approval of the State prior to any testing being carried out.

The State views testing as the process of evaluating a system to verify that it meets user requirements and to identify discrepancies between actual and expected results. This testing protocol is concerned with executing the software and evaluating its operation for conformance to requirements.

The State defines that the scope of testing, at a minimum, involves at least four test phases. They are defined as follows:

1. Unit Testing; the purpose of Unit Testing is to verify the functionality of the software unit. The goal of this type of testing is to execute each branch of code. Unit Testing is performed by a developer (programmer) in the developing organization.
2. Integration Testing; the purpose of Integration Testing is to verify the functionality of multiple units as well as the interfaces between the units. The goal of this type of testing is to execute all of the interface paths between the units. Integration Testing is performed by the developing organization.
3. System Testing; the purpose of System Testing is to verify the functionality and

operability of a deliverable software system. It also includes verifying interfaces between independently delivered systems / products in a systems environment within an operations / production platform. Systems Testing is performed by the user organization in a systems environment and is technically supported by the developing organization.

4. Acceptance Testing (also called Operational Readiness Testing); the purpose of acceptance testing is to assess the systems' readiness (by system end users and associated users) for implementation. Acceptance testing is performed by the user organization.

Note: Integrated testing is often associated with phases 2-3 above.

In the performance of the user acceptance test at the State's site(s), the personnel designated by the State will perform all system tests according to the Contractor-developed test plan. The Contractor must develop the acceptance test schedule. The acceptance tests, as defined by the test plan, will determine whether the system operates in conformance with the specifications set forth in this RFP. All acceptance testing will require written approval by the State.

If the NJDL system does not pass the acceptance test at the State's site(s), the Contractor must correct any identified system deficiencies and re-conduct such portions of the acceptance test identified as having failed the test until testing is successful and accepted by the State. The Contractor must also perform tests on components or functions affected by the changes.

After the system has been approved by the State, all subsequent proposed changes to the system and the system documentation, of any type or degree, must be first approved by the State. Contractor changes must incorporate changes to the text and diagrams of the documentation at the appropriate location so that a comprehensive, clear, and current record will be available to both the Contractor and the State. Contractor-provided format will be acceptable as long as the necessary information is provided in these documents.

3.1.2.3 NJDL Demonstration

The Contractor must set up and demonstrate an operating version of the Image Capturing System (ICS) and an operating version of the Over the Counter Card Issuing System (OTCCIS) at locations and times determined by the State. The Contractor must install and set up all communication links required to transfer data among the system components. The Contractor must ensure that all the system components are communicating properly.

The Contractor must demonstrate the system(s) to the State and its designated representatives. The purpose of the demonstration(s) is twofold:

1. Ensure that the system operates in the way that was agreed with the Contractor in the initial phases of discussion involving the functional requirements,
2. Familiarize staff with the operation of the system. The Contractor must perform the demonstration installation designed to exercise the entire system. The Contractor must allow the State to verify that all the features and functions that the Contractor proposed have been delivered and that they operate as set forth in the RFP and the Contractor's proposal.

3.1.2.4 NJDL System Installation and Checkout

The Contractor must acquire and install the equipment necessary for the operation of the NJDL system at all sites. The Contractor must acquire and install all necessary third-party software and pay all licensing fees.

The Contractor must provide start-up and ongoing supplies to all the OTCCIS sites; track the number of insufficient inventory stock incidents experienced by these sites and the various agencies; investigate the source of problem and resolve the situation; and track the cost of inventory supplies provided to local agencies.

The Contractor must develop a roll out plan such that the current driver license system is completely replaced statewide for a "phased in implementation" at the MVS agencies. In the roll out plan, the Contractor must propose a replacement strategy that is efficient and methodical.

3.1.2.5 NJDL System Documentation

The Contractor must develop program documentation as specified in this section (Section 3.1.2.5.1 to 3.1.2.5.14.4). The documentation must inform the State of critical design decisions, implementation approach, and program status. A record of all program-related information is vital to the success of this program. The Contractor must be prepared to provide solutions to all deliverables specified herein, although the State reserves the right to waive any or all deliverables.

The Contractor must describe the order in which the deliverables will be submitted in a schedule provided in the Contractor's proposal. The Contractor's understanding of program scope and requirements will be partially judged based on this deliverables schedule. The submission of other more detailed deliverables may be agreed upon with the State during this project. All revisions to the deliverables must be approved by the State.

Project documents are to be printed on high quality paper and supplied in tabbed three (3) ring loose-leaf binders and are to be in 8 1/2" x 11" format. The project documents must be comprehensive in their coverage, contain an index, a table of contents and be well organized and presented. All pertinent project documents must be continuously updated as modifications and enhancements are made to the system. New copies of software documentation must be provided in accordance with new software version releases, as appropriate. This copy of the documentation may be reproduced only for internal use by the MVS agencies.

3.1.2.5.1 NJDL Master Work Plan

The Contractor must develop a Master Work Plan (MWP) that includes information about project objectives; overall conduct of the project; methods for dealing with unanticipated events; problem resolution techniques; and appropriate methodologies for accomplishing the required tasks and producing the required deliverables. The Contractor must revise the MWP as necessary to update detailed description of tasks, time schedules, staff, and other work elements that will be used by the Contractor to accomplish the requirements of this RFP. The MWP must be prepared and maintained by the Contractor with a complete and current copy provided to the State.

3.1.2.5.2 NJDL Hardware, Software, and Supplies

The Contractor must prepare detailed documentation on equipment configurations they will supply and maintain including hardware, software, and supplies. Minimally, this documentation must address the following:

- Equipment reliability, warranties, and maintenance
- Uniformity of hardware components and cards to be supplied over the period of the contract
- Effect of price reductions on equipment costs
- Standard maintenance conditions such as on-site maintenance, required response time, and

emergency acquisitions for replacement of hardware

- Repair or replacement of equipment, reloading backup files, and restoring necessary system software
- Hardware maintenance and repair schedule
- Specifications for software license agreements and product upgrades
- Legal and fiscal issues involved in procuring hardware, software, and supplies
- Methodology for acquiring the hardware, software, and supplies.

The Contractor must prepare general specifications for the various hardware components, such as servers, workstations, LAN components, card printers, wiring specifications and so on, required in all local MVS agencies and OTCCIS locations.

The Contractor must supply state of the art hardware and software with up to date versions of operating systems.

The State requires that the Contractor provide documentation on each piece of equipment supplied as part of the system configuration. A detailed itemized equipment list must be included. This list must include the quantity, model number, and description of each proposed item. Published performance specifications must be provided for all items shown on the equipment list. In addition to hard copy, the following documentation must be provided by the Contractor on a Windows compatible 1.44 MB 3.5" diskette or CD-ROM. Data must be in an Excel spreadsheet format. Each record must include:

1) Manufacturer
2) Model
3) Serial Number
4) Description of Device
5) Cost
6) Warranty Period
7) Maintenance Coverage
8) Location

The Contractor must provide a copy of this documentation.

3.1.2.5.2 NJDL System Design Document

The Contractor must develop a detailed system design document based on the system requirements set forth in this RFP within the time frames specified in the approved MWP. Any deviations from the system design document must be approved in advance by the State. The System Design Document must contain the following information:

1. Detailed system overview
2. Technical architecture description including system hardware and software requirements
3. Rollout Plan
4. List, description and specifications of programs
5. Data flow diagrams at all levels of system operation (State mainframe system, local MVS Agencies, and the Contractor system)
6. List and description of parameter data
7. List, description, and layout of files
8. List of reports, report layouts, and specifications
9. List of screens, screen layouts, and specifications
10. Finalized data elements dictionary (including edit criteria and key fields specified)

11. Error message descriptions
12. Physical database design for the Contractor system
13. System interface descriptions including interface flows, products and protocols for intersystem communication, control and audit of MVS AS, MVS CS and CCS.
14. Functional requirements cross reference list
15. Communications system design - a complete detailed description of the communications system to be utilized by the NJDL system
16. System performance standards
17. Data security design - describing how the confidentiality of all driver information will be maintained through secure facilities, software and documentation, communication networks and audit trails.

The Contractor must revise the System Design Document as deemed necessary by the State to conform with the terms of the RFP, and provide the State with a copy of any revised documentation at no additional charge throughout the term of the contract.

3.1.2.5.3 NJDL Site Modification Plans

The Contractor must be responsible for the preparation of a comprehensive and detailed Site Preparation / Modification Plan in accordance with the associated time schedule for all local MVS agencies and the OTCCIS sites. The modification plan must, for each site, identify and recommend necessary physical changes to the sites and operational procedures at each site. The Site Modification Plan must include, but not be limited to:

- Physical security for site and staff
- Structural and wiring changes
- Operational and work flow changes
- A schematic drawing indicating all physical and operational changes, including LAN integration
- Specific time frames with milestones required for completing site changes to ensure that each site is prepared before equipment installation.
- Equipment dimensions
- Equipment weight
- Heat dissipation
- Power requirements, including phase
- Power receptacle type
- Total number of each type of required power receptacle.

The State will review this plan, recommend changes and will be responsible for all site modification costs and processes. The cost of these changes at the agencies will be the responsibility of the State.

3.1.2.5.4 NJDL Backup Plan

The Contractor must develop a Backup Plan detailing procedures for data security/recovery and backup support sufficient to enable the Contractor system to continue operation in the event of an emergency such as, but not limited to:

- Destruction of records or equipment at a single site
- Destruction of records or equipment at the Contractor's CCS
- Loss of power at any site

- Loss of communications between sites
- Theft of equipment containing system data

The Contractor must ensure that there is no disruption of services due to CCS malfunction. The Contractor developed Backup Plan must provide a backup system for the prompt resumption of operation of the CCS with the capability to recreate lost data if the CCS becomes inoperable. In addition, the NJDL Backup Plan must specify how the data at any local MVS agency can be reestablished if an emergency occurs. The plan must explain how backup technical support will be provided to local MVS agencies and define procedures for coping with other unforeseen emergencies. The type of software used for backup procedures will have the final approval of the State to insure uniformity in operation.

The plan must include a section proposing a testing methodology to ensure that the plan will function as described if implementation becomes necessary. After review and approval by State staff, the Contractor must test the NJDL Backup Plan. The test will follow the procedures specified in the NJ Backup Plan.

3.1.2.5.4.1 System Backups

The contractor shall provide a migration plan to convert the current photo application/production operating systems to digital image system applications. The vendor should further provide backups of the systems applications programs and operating system, and user data must be accomplished using software and media that must allow for the least amount of downtime possible. The backup media must not be located on the same physical device as the production data. If necessary, some level of backups should be concurrent with system operation. Also, unattended backups are a desired feature.

The Contractor will be responsible for all Backups of the Centralized Contractor Systems (CCS), Image Retrieval Workstations (IRW) and Image Capturing Systems (ICS).

Complete system backup must occur each week, with daily incremental backups. The Contractor must provide a utility to accommodate both complete system and daily incremental backups as part of the system.

3.1.2.5.4.2 System Restore

System restore processes must be accomplished using software and media that allow for the least amount of downtime possible and restore back to the point-of-failure.

The system must restore data from system backups. It is desirable that a utility provide the ability to "restore all", "restore table or file" and "restore record".

3.1.2.5.4.3 Recovery Techniques

- The system must be capable of data recovery in the event of hardware failure.
- The system must have backup capability for data security.
- The system must provide both full and incremental backup capabilities for recovery purposes.
- The system must provide both full and incremental system restart and recovery facility with a minimum of user interaction and research.
- The system must provide optional before-and-after image capabilities on a table-by-table,

record-by-record, field-by-field, or file-by-file basis.

- The system must provide capability to completely download any table to PC, cartridge tape or other platform.
- The system must provide selective restoration of data from a previous system backup.
- The system must provide archive capability via disk or cartridge tape.

3.1.2.5.5 NJDL System Testing and Acceptance Documentation

The Contractor must be responsible for preparation of a System Acceptance Test Plan, in conjunction with the State Project Manager, to verify that all furnished equipment and software operates in accordance with the approved NJDL Functional System Design Document (reference Section 3.1.2.5.11) and that the requirements of the contract have been met in full. This plan must include walkthrough demonstrations of all activities. This plan may also incorporate a phased roll out.

The Contractor must also be responsible for submission of System Acceptance Test results, based upon the System Acceptance Test Plan criteria, for State review and approval. The System Acceptance Test Plan must be submitted to the State Project Manager at least thirty (30) days prior to the commencement of any testing and must be subject to the final approval of the State Project Manager.

As part of the acceptance testing process, the Contractor must provide the State with a copy of the complete system documentation, including but not limited to, the following items:

- Photo to Image Migration Plan
- NJDL System Test Plan
- Functional Requirements List
- System Design Document
- Hardware user manuals
- Local agency operations manual
- State Central Office operations manual, as applicable
- CCS operations manual
- System change list
- Source code, as applicable
- Executable code.

3.1.2.5.5.1 Hardware Components, Operating System and Other Software Components Acceptance

- Hardware components, operating system and other software components must be accepted by the State when the following criteria have been met:

- All hardware components, operating system and other software components have been installed according to requirements and have been tested using Contractor supplied diagnostics.

- All hardware component documentation has been delivered.

- All operating system and other software documentation has been delivered.

3.1.2.5.5.2 Management System Software Acceptance

- The State must accept the qualitative performance of all software when it has been satisfactorily demonstrated that the software is operating in accordance with the approved NJDL Functional System Design, Acceptance Test Plan and System Acceptance Test Results documents, and when all software documentation has been delivered to the State.

3.1.2.5.5.3 System Reliability Acceptance

After contract award and prior to final system acceptance the Contractor and the State Project Manager must develop and execute a mutually agreed upon System Reliability Acceptance Test Plan. The test must include:

1. A reliability test must be run for a period of thirty (30) days on an eight (8) hour per day basis.

2. Unscheduled downtime that occurs during the reliability test period may constitute a basis for starting the test over.

Failure of individual system components, which do not materially affect system performance or render the system inoperable (including, but not limited to, display stations for which backup devices are available and can be used to keep the system operational) must not be construed as system failure or counted as downtime.

3.1.2.5.5.4 Final System Acceptance

The State shall approve make full acceptance of the systems and all related deliverables including data conversions, when the following criteria have been satisfied.

1. Satisfactory quantitative performance as specified in the approved NJDL Functional System Design document has been met.

2. Satisfactory quantitative performance as specified in the approved System Acceptance Test Plan and System Reliability Acceptance Test Plan documents has been met.

3. All required deliverables and documentation have been delivered to and accepted by the State.

4. All required training has been completed to the satisfaction of the State.

5. A security or contingency plan.

3.1.2.5.6 NJDL Commercial Documentation

The Contractor must deliver commercial manuals that provide complete documentation for operation, maintenance and use of all leased hardware products. The Contractor must also deliver all associated commercial manuals related to software products used by the State to

operate the NJDL system.

3.1.2.5.7 Warranty

At completion and acceptance of each milestone, the hardware and/or software will be accepted and the warranty clock will begin for that hardware and/or software required to support that accepted milestone. Any travel costs and incidental expenses incurred by the Contractor in performance of the warranty requirements must be the responsibility of the Contractor.

3.1.2.5.7.1 Hardware Warranty

1. All equipment must carry full factory warranty.

2. The Contractor must warrant all hardware to be free from defects for a period of one (1) year from the date of final system acceptance.

3. Any repairs or replacements required during this period must be made at no expense to the State.

4. This warranty must include routine preventive maintenance.

3.1.2.5.7.2 Software Warranty

The Contractor must warrant the software to be free of defects or imperfections that prevent full performance, in accordance with the approved NJDL Functional System Design Document, for a period of one (1) year from the date of final system acceptance by the State. Any errors that are found during this warranty period must be corrected at the Contractor's expense.

3.1.2.5.8 Disaster Recovery Plan

It is desired that the Contractor develop, test and document a comprehensive Disaster Recovery Plan. This plan should incorporate, in significantly more detail, the contingency plan presented in the Contractor's proposal. The Contractor must provide an operational recovery plan, designating how service will be restored in the case of disaster, or an operational failure. The Contractors proposal must detail:

- Scope of recovery plan (degree to which the outline covers all likely events)
- Contractor’s ability to take immediate action
- Extent of how well-defined and executable the action steps are
- Degree which redundancies exist
- Degree to which off-site support and backup systems exist
- Assessment of how long the recovery process will take
- Time required to make the system operational.

It should also provide for total system restoration in the event of a disaster. The Contractor should develop detailed contingency plans for resumption of system operation within twenty-four (24) hours of the reported event rendering the system inoperable and non-recoverable. The Disaster Recovery Plan must be reviewed by the State, and agreed upon and approved in writing, by the State and the Contractor.

3.1.2.5.9 Requirements Analysis Document

The Contractor must be responsible for the development of a Requirements Analysis Document. This Document must identify each requirement defined in the RFP, or determined during the requirements analysis process that must commence upon contract award. The proposed method of satisfying each requirement must be outlined.

3.1.2.5.10 NJDL Functional System Design Document

The Contractor must be responsible for the development of a NJDL Functional System Design Document. This document must build upon the information developed in the Requirements Analysis Document and must include, at a minimum, the following:

1. Narrative of the entire system and the flow of data through the system.

2. Descriptions and flow diagrams of all proposed system functions, features and processes, including manual procedures.

3. Layouts for all files, including file names and numbers, data element names, numbers, number of occurrences, length and type, file maintenance data and file/database sizing information.

4. A detailed comprehensive data dictionary including data element names, numbers, definitions, valid values with definitions and sources for all identified data elements.

5. Program narratives and module narratives, identifying the processes associated with each, the purpose of the program or module and interrelationships between programs and modules.

6. Layouts for inputs and outputs including the input/output names and numbers, sources for each input/output field and examples of each input/output.

3.1.2.5.11 Operating System and Other Software Documentation

The Contractor must deliver a copy of documentation of the system software that is required to operate the proposed hardware/software configuration.

The Contractor must provide a printed copy of this documentation, and in electronic media, in an agreed upon format.

3.1.2.5.12 Application Software Documentation

The Contractor must deliver appropriate system software documentation that provides an overview of the system and the relationships among user functions, files, inputs, outputs and programs.

This documentation must consist of entity relationship diagrams, file/table structures and the user data dictionary.

The Contractor must provide a printed copy of this documentation, and in electronic media, in an agreed upon format.

3.1.2.5.13 Systems Manual

The Contractor must provide a copy of a comprehensive Systems Operations Manual. This document must describe routine tasks required in operating the system. Such tasks include bringing the system up, loading diskettes, initiating programs, resetting the internal clock, taking the system down and reacting to system-generated messages.

3.1.2.5.13.1 User Manuals

The Contractor must provide a copy of a complete and easy-to-read user manual and associated documentation. The documents must cover each and every aspect of system operation, including all procedures, methods of operation and other functions.

- The user documentation must include instructions for the users accessing the applications and must be written in neither technical language nor pseudocode. The documentation must include application narrative overviews and diagrams, control charts, input document descriptions, screen display diagrams, error message listings and descriptions, output reports, and manual procedures to accompany the automated functions of the system.
- The Contractor must provide a printed copy of this documentation, and in electronic media in an agreed upon format.

3.1.2.5.13.2 System Administration Manuals

The Contractor must provide Systems Administration Manuals that thoroughly document all information required by the technical staff to administer and manage the installed hardware and software. The manuals must include, but not be limited to system startup; backup and recovery; adding users; managing access privileges; and troubleshooting guidelines.

The Contractor must provide a printed copy of this documentation, and in electronic media, in an agreed upon format.

3.1.2.5.13.3 Manuals Procedures

The Contractor must provide a copy of documentation of manual procedures appropriate to accomplishing automated tasks that relate to information handling or organization, specifically those manual procedures that will facilitate usage of the system.

3.1.2.5.13.4 Documentation Repositories

Until final system acceptance, the Contractor must maintain two (2) paper based documentation repositories.

- The repositories must contain all deliverable and work papers.
- The repositories must be accessible to all members of the project team and all personnel with acceptance responsibility.
- Work papers and deliverables must be labeled, dated, and neatly and logically filed.
- The Contractor must be responsible for the maintenance of these repositories, including

the filing of all documentation updates, until final system acceptance.

- The contractor shall be responsible for developing security procedures to insure back-up recovery of all paper based documentation.

3.1.2.6 NJDL Human Factors

The Bidder must describe as part of the bid proposal, a human factors analysis of their proposed system design. Areas of particular concern will be all interactive software, displays, error indicators and messages, physical aspects of workstation operation, and failure modes. The Contractor provided software must be developed using the latest software development tools, which are user friendly, and require minimal training. The Contractor must address the system design as it relates to Section 504 of the Rehabilitation Act of 1973, as amended, (504) and the Americans with Disabilities Act of 1990 (ADA).

All system end-user equipment provided by the Contractor must conform to the requirements contained in Sections 6 and 7 of ANSI/HFS 100-1988, Human Factors Engineering of Visual Display Terminal Workstations. For all end-user computer equipment, the Contractor must provide keyboards that optimize job performance and ease of use. End user equipment should reduce the possibility of injury and chronic conditions related to the hands, wrists, arms, shoulders and neck. The keyboard selected should be based on task and human factor information. All monitors supplied should provide for adjustment by stands that tilt and swivel.

3.1.2.7 NJDL Training

The Contractor must develop and submit a detailed training plan and schedule that satisfies the following:

- direct and / or cross-training to employees at all MVS agency sites
- on-site / classroom training for all employees at local MVS agencies; centralized training for State staff who are not agency employees and users of the system
- overall training to provide for initial training, retraining, and new employee training.
- System Manager and Appropriate Staff training

The Contractor must provide specialized training for the System Manager and appropriate MVS and OIT staff regarding the following:

- Specialized report development
- Interface maintenance and operation
- Hardware, system and DBMS software maintenance and operation
- System and DBMS software installation

The Contractor must ensure that a minimum of four hours of initial training and an additional four hours of on-site training, immediately following installations are offered for the local agency staff to familiarize themselves with the Image Capturing or Over the Counter Card Issuing Systems (OTCCIS). In addition, the Contractor must provide four hours initial training and four hours on-site training, on the day of, or the day before installation of the ICS or OTCCIS at the agencies. The Contractor must also provide training of the ICS within one month

of implementation date. The Contractor must be responsible to train about 2 to 7 employees per site. The State will make arrangements for the location and timing for the training classes. The State will not reimburse the Contractor for costs related to travel, lodging, or other expenses. The Contractor must provide a training manual for all MVS agency employees and needed support staff.

The Contractor must provide all training including initial implementation training and follow-up training as needed to accommodate advances in technology and personnel turnover. Initially, in implementing the system, the Contractor must provide sufficient training sessions for approximately 20 State staff, on the full use of the NJDL system.

The Contractor must provide all training for IRW not located at agencies, including initial implementation training and follow-up training as needed to accommodate advances in technology and personnel turnover. Initially, in implementing the system, the Contractor must provide sufficient training sessions for approximately 50 State staff on the full use of the NJDL system.

The Contractor's training curriculum must be designed and conducted to provide complete familiarization in applicable system operation for selected State management, operational, technical personnel and other appropriate staff. The Contractor must also provide all necessary routine training of its own technical staff.

All training must be conducted on-site, in State facilities, during regular work hours, at times to be designated by the Agencies. Class size must be determined by the Agencies. A minimum of twenty (20) complete printed sets, and one electronic copy of all training materials, used as part of the Contractor provided instruction, must be provided for future use by the State.

3.1.2.8 NJDL Post-Installation Support

The Contractor must provide maintenance of the hardware, operating system and other software for the life of the contract following expiration of the applicable warranties. The Contractor must also provide remedial and preventative maintenance for all agency systems and for the CCS, including all parts and labor, at no additional cost to the State during the term of the contract. All maintenance must be performed on-site at agencies or at MVS headquarters. The Contractor's maintenance program for the hardware, operating system and other software must include:

- The Contractor must provide services to the Agencies during normal business hours to ensure repair or replacement of NJDL system hardware / software components. The Contractor is responsible 24 hours and 7 days per week for support at the CCS for communications between the CCS and NJDL system. These requirement must be done within:
- Four (4) working hours after notification that a system is in need of repair/maintenance if a backup system is available at the site.
- Two (2) working hours after notification that a system is in need of repair/maintenance if a backup system is not available at the site.
- Coverage provided 8:00 a.m. to 7:30 p.m. (local time), five (5) days a week, Monday through Friday.
- The Contractor must provide a telephone response within 30 minutes.
- A toll free help line that includes unlimited questions concerning the hardware, operating system and other software. The help line must also be used to report performance problems and is to be staffed 8:00 a.m. to 7:30 p.m. (local time), five (5) days a week,

Monday through Friday.

If the Contractor cannot meet the 2 or 4 hour response time frames, the Contractor will be penalized.

In addition, the Contractor will:

- Maintain the software so that it operates as described in the Contractor's proposal, the RFP, and relevant software documentation
- Supply technical bulletins and updated user guides from time to time
- At the discretion of the State, supply and install the State with updates, improvements, enhancements, or modifications to the software and / or the documentation
- Correct or replace the software and / or remedy any programming error that is attributable to the Contractor
- Place in an escrow account the source code for software, and escrow any update, improvements, enhancements, or modifications to the source code for software, on terms acceptable to the State as described in Section 5.11, Ownership of Materials.
- Service the software in a competent manner with qualified personnel
- Provide pricing for any additional hours for software maintenance or upgrades, requested by the State, on an hourly pricing basis after exhausting the above requirements.

3.1.2.9 NJDL Minimum Reviews

The Contractor must provide a written biweekly Status Report that discusses technical progress on any outstanding activity relative to the MWP. Any deviation small or large from the plan must be documented and justified. Additionally, the work performed under the resulting contract must be completed in accordance with milestone dates and reviews, as set forth in the MWP, under State authorized representatives' inspection and / or evaluation. The MWP must be consistent with the contract phases described in section 3.1.2.10 of this RFP. Milestone reviews must correspond to the completion of each phase and each major task. The Contractor must perform all inspections and evaluations at local agencies in such a manner as will not unduly delay the current work being performed. The Contractor may propose additional reviews as appropriate to ensure that the program is on target and schedule.

3.1.2.10 Issuance of Picture Documents (Centrally & Over the Counter)

This will require system development and testing to meet NJ's Digitized License program legislated mandates at the other sites. During this phase, the backend DDL vendor will be responsible for integrating the required MVS Agency (AS) and Comprehensive System (CS) changes. In addition, the MVS CS will be modified to electronically send a customer's record, real-time to the Contractor's Image Capturing System (ICS), at the State's cost.

The ICS must be designed to input data by all of the following methods:

1. Electronically receive the customer's record from the MVS CS
2. Allow the system to read the PDF-417 2D bar code, from the renewal notice or agency receipt, to query the CS for the driver record
3. Allow the operator to data enter and query the MVS CS to verify the customer's

demographic information. The manual entry of data must include a provision to have audit and security on this function, and only with a supervisors approval.

This requires the Image Retrieval Workstations (IRW) and Image Retrieval Software be developed and tested. This equipment will allow the Agency employee to view a customer's image prior to the re-issuance of a document.

3.1.2.10.1 System Development

The Contractor must obtain and install the ICS, OTCCIS and IRW equipment and communication lines required to meet the requirements. The Contractor must size the image transmissions and provide recommendations of upgrades required to the GSN to meet the requirements of this RFP. The NJDL system must be designed to perform processing from the NJDL system to the CCS. The Contractor must develop the system to ensure documents are mailed to the customers.

3.1.2.10.2 System Integration

The Contractor must work with OIT on the integration of the ICS and IRW with the links to the MVS Comprehensive System (CS) and the MVS Agency System (AS), to ensure the applications can communicate as required, prior to beginning System Testing.

3.1.2.10.3 System Testing

The Contractor must conduct an on-site user acceptance test to determine operational effectiveness to achieve tasks. No actual cards will be generated during this testing process. All requirements of the NJDL system must be demonstrated during or prior to this phase. This test must be performed on a fully functional system that incorporates all proposed components, interfaces, procedure and full communication paths. The Contractor will have one month to test the system and fix any reported inconsistencies and/or problems.

3.1.2.10.3.1 Predictive Testing Environment

The goal of predictive application testing is to assess the behavior of applications before they are deployed into a production environment. The predictive assessment results will be measured against client response time expectations for the required response time requirements and will provide the system implementation team with an end-user and server perspective as to the performance, availability and capacity metrics of the integrated application(s).

As part of the predictive testing environment, the Contractor is required to prototype/baseline the integrated applications/transactions from a sampling of client locations. Using performance assessment methodologies, the Contractor's solution implementation team working with State staff will baseline the performance characteristics of the applications using various client topologies to gauge real-world *End-to-End* response times.

3.1.2.10.3.2 Network Centric Prototyping

Network Centric Prototyping is defined as a methodology for determining the potential impact and performance characteristics that an integrated software application and/or transaction will exhibit in diverse networking environments.

During the project, the Contractor must provide a detailed plan for prototyping the application software. The prototyping process will apply to all solution processes whether the applications are designated for implementation "with or without" modification according to the requirements outlined in this Request for Proposal. The State will view the application prototyping process in two stages, pre-implementation and post-implementation. For those integrated software applications and transactions that must undergo modifications in order to comply with the State's business functional requirements, the Contractor is required to employ Response Time Prediction and Performance Assessment tools during the development life-cycle and systems-testing phases of the project. For those application modules that will be implemented without modification, a Performance Assessment and Response Time Analysis will be performed before the modules are implemented in the production network environment. The CompuWare products, Application Vantage and Application Expert, have been acquired by the State in order to provide predictive tuning and performance management services for its in-house development staff and its agency information technology partners. The Contractor must identify how this product or similar product sets will be used to predict and simulate the behavior of the integrated software applications. The predictive simulations will be based upon comparisons of varying network climates. These climates include various Bandwidth, Latency, and Background Traffic conditions.

3.1.2.10.3.3 Post Implementation Performance Testing

The Contractor will be required to participate in a post implementation performance assessment. The post implementation performance assessment will require the deployment of "smart agent" technologies to monitor the "end to end" performance of the system's applications and transactions in a real-time production environment. This phase will enable both the Contractor and the State's personnel to verify that the installed software is operating efficiently and in accordance to the predictability assessments performed during the pre-deployment prototyping phase. The deployment of the "smart agents" will enable the State's network personnel to detect any "real time" degradation in network utility that can be attributed to the initial software implementation, the increase of network traffic due to an expanding end-user base or unacceptable server throughput and/or placement.

3.1.2.10.3.4 System Testing and User Acceptance Testing

The vendor must define the system testing methodology in the proposed solution. All components required for the system test environment must be clearly stated. The vendor must detail the State's expected involvement in the system test process. Any phased approach to testing must be fully explained.

3.1.2.10.3.5 System Administration and Monitoring

The responding vendor must provide specific information as to how the proposed hardware and software components will integrate with the installed base of infrastructure monitoring systems. The proposed hardware solution must be compatible with the monitoring and administration capabilities of the Tivoli Netview Server and Event Console. The responding vendors must also include their strategy for application and system hardware components monitoring. The application solution may

be based upon DBMS vendor supplied monitoring facilities and/or may be provided by a Tivoli provided technology such as it's Distributed Monitoring "adapter based" facilities.

3.1.2.10.3.6 Application Performance Metrics and Management

Vendors responding must provide a performance baseline for each application. A performance baseline is defined as data specifically relating to the numbers and types of transactions (i.e. get, add, view, etc) and the volumes of data transmitted across the infrastructure. The performance baseline data must be presented in a matrix format listing each vendor's application category and the transactional volumes and total numbers of bytes of data transmitted between application targets. The State of New Jersey recognizes that an accurate assessment of a total number of bytes transmitted by an application function may be difficult to supply. The vendor may submit a range of values based upon estimated numbers of data record “hits” per transaction. A transactional volume is defined as the total number of data transmits between a client and server in a two tier implementation or between client and server and between application, Web or database servers in a three tier implementation architecture.

3.1.2.10.4 System Pilot

The Contractor must initiate a Pilot Test. This test would involve a minimum of one agency and for a time period ranging from 2 weeks to 30 days depending on the outcome of the pilot. This phase will test and ensure the DDL and Comprehensive and Agency System changes are fully integrated prior to full system rollout, System Implementation.

The Contractor must install all ICS and OTCCIS equipment and necessary communication lines in the time frame indicated in the approved project plan. It is the desire of the State to rollout the Image Capturing and Over the Counter Card Issuing systems at these sites, in a “phased in” approach, if the resource requirement does not overburden the resources of the State.

3.1.2.10.5 System Rollout

The Contractor must rollout the equipment to these sites in a project plan approved by the State.

3.1.2.10.5.1 NJDL System Operation

In this final phase, the Contractor must fully support and maintain all Contractor equipment and the Contractor’s system applications.

3.1.2.11 Contractor’s Project Management

The Contractor must manage, control and supervise the delivery of the required equipment and services, according to the specified performance criteria, within the defined timeframes.

3.1.2.12 STATE PROJECT MANAGER

A State appointed manager that has final approval for matters relating to the request and has primary responsibility for the management of the request, and will execute the final signoff for all deliverables.

3.1.2.13 State Technical Manager

The State will appoint a technical manager, to be included as a member of the project planning team, who will coordinate the work of the State supplied technical resources. The technical manager will monitor and approve the components of the system that directly relate to State managed and supported information technology. The State Technical Manager will report to the appointed State Project Manager.

The State will provide technical team resources to support all system applications and will report to the State Technical Manager. This team will assist the vendor in the development of the information system components that directly affect currently operational systems. Members of the team will assist in supplying functional knowledge, application development support, testing support, and implementation support as determined by the State Technical Manager. All System Designs, Code and Processes are subject to Design, Code and Test Reviews as deemed necessary by the State Technical Manager. All system components to be installed within the current information processing environment are subject to approval by the State Technical Manager, or designee.

3.1.2.13.1 Project Timeframes

As indicated, the project would have a Pilot Phase and a Full Implementation phase. The full implementation of this project should be completed by January 1, 2003. The Pilot Phase of the system should be for no less than 2 weeks, but up to 30 days. This needs to be coordinated by the vendor so that all remaining sites are operational.

3.1.2.13.2 Project Schedule

The Project Schedule submitted with the Bidders proposal must be updated and expanded to reflect the State's choices regarding the procurement and for accomplishing the requirements of the RFP. The Project Schedule must be submitted by the Contractor for State Project Manager review and approval within four weeks of project startup. Deviations from proposal estimates, if any, must be identified by the Contractor and the reason for modification indicated. Contractor must use Microsoft Project.

As part of the contract performance requirements, the Contractor must provide a number of specific deliverables, each of which might contain several components, according to the specifications. These deliverables are to be indicated as milestones in the Project Schedule.

1. Response Time Test Results
2. Site Preparation Plan
3. System Installation, Test and Operability Certification
4. System Acceptance Test Plan
5. System Acceptance Test Results
6. System Reliability Acceptance Test
7. Disaster Recovery Plan
8. Project Schedule
9. Requirements Analysis Document
10. NJDL Functional Systems Design Document
11. Conceptual Design Document of the State Image Repository (SIR)
12. Training Plan and Schedule

13. Training Materials
14. Hardware Documentation
15. Operating System and other System Software Documentation
16. Database Management System (DBMS) Software Documentation
17. Application Software Documentation
18. System Operations Manual
19. User Manuals
20. Technical Manuals
21. Manual Procedures Documentation
22. Documentation Repositories
23. Biweekly Project Status Reports
24. Concluding Status Report

The Project Schedule must be updated whenever there is a change in requirements or deliverables. If, due to schedule slippage or other cause, it is necessary to reschedule all or a significant portion of the balance of the project, a revised Project Schedule must also be submitted for State Project Manager review and approval.

3.1.2.13.3 Project Status Reports

Biweekly project status reports must be submitted for management review within three (3) working days of the period covered.

1. Status shown must be at the activity, task, and, if necessary, subtask levels.

2. The report must include the following information:

- A statement of progress made during the period covered and, as applicable, the impact of delays encountered and schedules not met.

- A statement of work accomplished, with Contractor's hours delineated at the task, and, if necessary, subtask levels identifying actual hours expended and estimated hours to completion.

- The status of each task, and, if necessary, subtask in process but not yet complete.

- Updates to the project plan, as applicable.

- A list of final form deliverables submitted for management review.

- A list of deliverables scheduled for completion but not yet submitted in final form for management review, cause of failure, if any, to meet schedule, corrective action measures put in place to preclude recurrence, a corrective action plan and detailed plans identifying remaining work steps.

- A list of issues and problems encountered, both resolved and unresolved, together with alternative solutions and recommendations for resolution of outstanding issues and problems.

- In addition, at the State's request, the Contractor must hold status meetings with the State at the State's facilities, to assess progress and to review problems, develop solutions, and, in general, to keep the project on schedule with all deliverables being provided.

- Upon request, the Contractor must prepare and present an overview of project progress.

- Decisions and recommendations forthcoming from such presentations must be formally recorded and immediately acted upon.

3.1.2.13.4 Concluding Status Report

The Contractor must present, at the completion of the project, a concluding status report. That report must detail, but not necessarily be limited to the following:

1) The work accomplished.

2) Compliance with the project specifications.

3) Areas that require further resolution.

4) Any tasks, deliverables and/or change orders not implemented or completed.

3.1.3 NJDL SYSTEM REQUIREMENTS

This Section details technical requirements that apply to all the components of the NJDL system. The objective of this section is to ensure that the process of issuing cards is secure and reliable. The requirements set forth in this section define the characteristics of the system and drive the design and implementation approach. The Contractor must successfully meet all the requirements outlined in the following sections. The Contractor must propose a system that satisfies or exceeds the functional, performance, security and interface requirements.

3.1.3.1 NJDL System Functional Requirements

The Contractor must provide the Image Capturing Systems that will retrieve license/ID information from the MVS CS and capture digitized Images and signatures. Each agency and RSC must also be provided an Image Retrieval Workstation (IRW).

The Contractor will also provide the Over the Counter Card Issuing System (OTCCIS) equipment required to generate over-the-counter documents at the OTCCIS sites. The Contractor must also provide the capability at the CCS facility to generate cards within 72 hours of receiving batched information or receiving real-time data.

- The Contractor's Central System (CCS) and the OTCCIS must be able to determine which DL/ID format (i.e., ID versus DL, or under 21 year old cardholder) to use based on the license type and class, and demographic data (i.e. date of birth).
- All electrical equipment must operate on regular voltage and hertz available at the agencies, and must be AC power and be "UL" equivalently listed.
- All systems requiring a personal computer must allow the operator to interact with the software through their choice of either the mouse or keyboard.

- Time required to set up/prepare equipment for the start of a workday must not exceed 10 minutes.
- The Contractor must detail plans for direct distribution of supplies, including printer media, and card stock to the OTCCIS site. The Contractor must also make provisions for spare equipment.
- The Contractor must guarantee the delivery of all workstations, cameras (i.e., image capturing equipment), signature pads, PDF-417 2D bar code readers, printer equipment, card stock and related materials. The Contractor must provide necessary technical assistance and system support personnel in ample time to implement the complete system for total operation.

3.1.3.2 NJDL System Interface Requirements

The Contractor must provide hardware and software to accept and be compatible with electronic transfers from the MVS CS to the ICS/OTCCIS. These transfers will contain the necessary applicant data that the Contractor will use to build and update the NJDL system database. The Contractor must also provide the hardware and software to transmit images to the Image Retrieval Workstations (IRW). The Contractor must develop the interfaces to conform with the communication protocol (TCP/IP using MQ Series Middleware) currently used by the State.

The Contractor will utilize the Garden State Network described in the Attachments. The Contractor must not be relieved of meeting any and all performance requirements specified in this RFP and must size the image transmissions and provide recommendations of upgrades required to the GSN to meet the requirements of this RFP. The Contractor will not be responsible for costs associated with upgrades to the GSN, but the Contractor will be responsible for the costs to the communication software needed to connect to the GSN.

3.1.3.3 NJDL System Audit Requirements

The Contractor must have the capacity to retain current and previous issuance and modification information on-line for up to one year without degradation of service. The system must also have the ability to provide historic audit information within 24 hours of a request for the information. The system must have the ability to look at the information electronically, or via another suggested mode (e.g., fiche).

3.1.3.4 NJDL System Availability and Reliability Requirements

The Contractor system must be configured in such a way that it will be fault tolerant and provide coverage in a highly reliable way for 24 hours a day, 7 days a week (24x7). The Contractors proposal must describe how this will be accomplished. The intent is for each service center to operate in an on-line, real time mode for daily operations. The NJDL system must meet the following availability standards:

1. The CCS must support availability and reliability for 99 percent of the scheduled up-time, seven days a week, twenty-four hours a day. Scheduled up-time must mean the system is available for all system transactions (e.g., real-time card issuance, batch image file uploads) excluding scheduled downtime for routine maintenance. The Contractor will define scheduled routine maintenance in their response. Scheduled downtime must occur only during non-work hours (12 midnight to 6 AM or on weekends and holidays).

2. The Contractor must install network work with OIT resources to ensure performance of the

NJDL network in the local MVS. These tools must provide not only a post-operational view of the performance, but also support analysis for any daily problem resolution. The State must have access to the monitoring system for verification of reports and operational understanding. The tools to be utilized to accomplish an overall performance evaluation of the application and network changes are identified as follows:

Tivoli Systems (IBM)

OIT has deployed the Tivoli Enterprise Management Framework for its proactive monitoring of the Garden State Network. This product set consists of Netview, TEC, the Tivoli Event Console and Tivoli Distributed Monitoring and Tivoli Storage Management.

Tivoli Storage Management is used for enterprise backup of server hosts to the OIT mainframe units

Tivoli Netview is used to provide real-time monitoring on the health, performance and availability of OIT's enterprise network devices deployed throughout the Garden State Network. These network devices include enterprise class routers and switches. Netview also provides a visual mapping facility that graphically represents the GSN connection points. This visual map is fully integrated with the Netview performance monitoring function and provides a graphical map of current status of the Garden State Network.

The Tivoli Event Console provides a real-time interface for "event" generated messages related to the health and performance of the network routers and switches. The event console also provides a real-time interface to the NCC Service Center for automatic generation and aging of problem tickets.

Tivoli Distributed Monitoring utilizes "end-point" agents that are installed onto processing hosts. TDM provides performance monitoring for not only the processing host but also for the services and/or application processes which are hosted on the server. Distributed monitoring can also be fully integrated into the Tivoli Event Console to provide pro-active monitoring services for OIT clients.

Net Saint

OIT also utilizes a Linux based distributed monitoring software suite called Net Saint.
Net Saint is used to monitor the availability of distributed processing hosts. This tool can also provide monitoring of selective application ports and measure application response times.

EcoSystems (Compuware)

OIT currently owns three application performance toolsets from Compuware. They are Ecoscope, Application Vantage and Application Expert.

EcoScope

EcoScope provides long term application performance monitoring capabilities for critical network based applications. Ecoscope has the ability to detect and identify application protocols, recognize the source and destination hosts, the amount of traffic generated, the minimum, average and maximum response times and the network path traveled by the application packets.

The product can also measure and report upon application response service levels and provides a historical database for use in long term application trend analysis. EcoScope also can provide frame relay circuit utilizations and performance metrics.

Application Expert

Application Expert provides detailed application thread analysis and predictive assessment services for network applications during the pre-implementation development life-cycle. Expert performs a baseline analysis of how the application performs on the network and can accurately predict how the application will perform in various network environments.

Application Vantage

Application Vantage provides detailed analysis of application performance in the post-implementation environment. Vantage provides detailed thread analysis and also provides distributed application agents, which are deployed across an applications network path. Vantage helps to pinpoint the cause of poor application performance, whether the root cause is the client, the local or wide area network, the application or server host(s). Vantage also provides data on the applications network bandwidth utilization and network latency components.

How do we hold a vendor accountable for performance issues out of their control?

Each application function must undergo a baseline assessment before it is deployed in the production environment, preferably early in the development, unit testing or before the user acceptance testing phase. By doing this OIT and MVS can fully assess the network requirements of the new application. Testing must also be performed in the production network environment to assess the impact that the new application will have on the network infrastructure, on the currently installed base of applications and how the phase-in of additional remote locations and increasing numbers of end-users will be.

3.1.3.4.1 NJDL Maintenance

The State also requires the Contractor to provide availability plans in the areas of maintenance, repair and/or replacement, and supplies. System maintenance includes regular digital camera and signature pad upkeep, bar-code readers and servicing of printing equipment. The Contractor must be solely responsible for the effective maintenance of equipment furnished. The maintenance plan must, in conjunction with adequate backup equipment located at each field site, be designed to ensure no equipment needed for card issuance is inoperable for over 48 working hours in a 30-day period. The Contractor must be responsible for all costs incurred for transport of backup equipment.

The Contractor must be solely responsible for all equipment supplied including accidental damage, theft, etc., except for willful negligence by MVS Agency or State personnel. Insurance of equipment or outsourcing this responsibility is at the Contractor's option. Two (2) toll free telephone numbers must be provided for contacting the Contractor about either service and / or supplies.

3.1.3.4.2 Repair and Replacement

As a general rule, service downtime at any field site capturing images or producing digitized

image cards must not exceed two (2) hours. If one of the units at any local MVS agency or OTCCIS location is down, it must be made operable (through repair or replacement) within 48 hours. If multiple units at any site are down, at least one of them must be made operable within two hours. Proposals must include a plan ensuring that this rule is observed.

In case of strike or other service disruptions, except acts of god, the State must be given priority access to the Contractor's existing stock.

During any conversion process, system downtime must be kept to an absolute minimum.

3.1.3.4.3 System Response Criteria

Response Times

The required response time is inclusive of network response times. The State (OIT) must be responsible to ensure that any segment of the system network under the control of the State, i.e., the Garden State Network (GSN), is capable of handling all DDL and Agency transactions to OIT response time standards.

3.1.3.5 NJDL System Flexibility and Expansion Requirements

The State must have all ownership rights to software or modifications thereof and associated documentation designed, developed or installed. The State reserves a royalty-free, nonexclusive and irrevocable license to reproduce, publish NJDL materials, or otherwise use, and to authorize others to use (For example, software, modifications and documentation). Proprietary operating/Contractor software packages that are provided at established catalog or market prices and sold or leased to the general public must not be subject to the ownership provisions above.

All aspects of hardware, software, on-line and batch transactions must be considered. The proposed configuration must be capable of accommodating additional sites, if necessary, without additional licensing costs, or causing operating delays or degradation of system performance.

3.1.3.6 NJDL System Software Development and Maintenance Requirements

The Contractor must provide management and technical support in the analysis, design, prototyping, and development of NJDL system software. The Contractor must use systematic, documented methods for all software design and development activities. These methods must be described in the system design document. The Contractor must also provide a user friendly software system, where the regular and most often used functions have a shortcut key from the keyboard. The Contractor must provide technical support in the areas of application installation and maintenance. The installation task must include installation, initial system file and table builds, data acquisition/conversion, and installation tests. The maintenance task must include remote troubleshooting software that allows for hardware and software remedies from a remote location.

The Contractor must supply all required software and licenses. All software provided must be at the current release level at installation. The applications day-to-day maintenance and backup/recovery operations must not require technical skills in excess of the projected ability of State staff.

3.1.3.6.1 Operating System

If a non-standard or proprietary operating system for server(s), ICS and IRW training of appropriate State personnel must be provided.

An operating system that, at minimum, allows the following must be provided:

1. Industry standard 'Open Systems" (non-proprietary) operating system is preferred.
2. Full range of application and network options.
3. Fully supported by third party software providers.
4. Capability of polling an UN-interruptible power supply (UPS) in order to coordinate orderly system shutdown procedures in the event of battery exhaustion during a prolonged power failure.
5. Fully documented manuals and help material, preferably on CD-ROM.

3.1.3.6.2 Other System Software

At minimum, the following software capabilities, utilities, etc., complete with any licenses must be provided:

1. Program installation utility.
2. Diagnostic package to aid in checking hardware.
3. Debugging program to aid in isolating software errors.
4. Editor package for updating programs.
5. Utility programs for file handling.
6. Appropriate compiler.
7. Database management system.
8. Ability to manage all aspects of the system in a seamless environment.
9. Ability to handle structured and ad hoc inquiries and reporting.
10. Ability to perform local printing of all reports, screens, work orders, etc.
11. Ability to perform backups while on-line is desirable. This facility should operate without causing system degradation.
12. Provision of a menu driven utility to convert report data into a DOS ASCII text delimited file directed to a local 3.5 inch high density diskette is desirable.

3.1.3.6.3 State Image Repository (SIR)

The Contractor will be responsible for the development of a system architecture and Conceptual Design Document for the State Image Repository (SIR).

The State Image Repository (SIR) will store at least two color images, two gray scale images and two signatures that authenticates the state of issuance encryption in barcode per individual. The Contractor should note that each color photo image should not exceed 24,000 bytes compressed. All pertinent demographic and licensing information relating to the images will be stored in the MVS CS database that use Computer Associates CA-Datacom/DB structures.

In addition, the Contractor will be required to create additional fields for the image and signature to handle the combining and un-combining of license records through the existing MDR system.

At least two alternatives for the storage of the images themselves should be presented with product requirements, advantages, disadvantages and cost. The recommended alternative should be presented with appropriate justification.

- One alternative should provide for data storage on the OIT enterprise server using the OS/390 architecture.
- One alternative should include data storage on a different server. The State direction is to use UNIX Shared Server Infrastructure for high-end, high volume applications. If the Contractor chooses another approach, an explanation should be included as to why their approach is recommend over UNIX.

All Picture and Signature Images will be stored at the OIT State Data Center on a DB2 Database. The database may be stored on an OS/390 Mainframe or an OIT Server Solution. OIT will determine which method of storage is to be utilized based upon vendor detail design meetings. The State preferred direction is to use IBM's MQ Series, as the "store-and-forward" mechanism between the MVS agencies and the OIT enterprise server. The communication to the Contractor Central Server(CCS) should be batched using File Transfer Protocol (FTP). If the Contractor chooses another middleware product, an explanation should be included as to why their approach is recommended over the MQ Series, and a detailed training plan for the OIT staff who will be accessing and maintaining the image repository.

DOT/MVS may authorize other government agencies and non-government users to access the State Image Repository (SIR). The alternatives presented should give consideration to future uses of the State Image Repository (SIR) and the latest photo technology.

Besides access by the DOT/MVS personnel, image repository access has been granted to the law enforcement community through the New Jersey State Police (NJSP). Initially, NJSP needs to include the capability and option to access and download compressed gray-scaled (black and white) jpeg images (4,000 to 10,000 bytes) or high-resolution color images to be printed in black and white. A 3270 CICS Inquiry functionality must be developed to OIT and MVS Master Menu Security Standards to provide law enforcement with the image and signature records. These image and signature records should be sent with the driver owner data for the NJSP to view while doing Driver License checks. NJSP requires images to be stored using standard NCIC parameters (i.e., the standard "mug shot" image currently used is approximately 8,000 bytes) as follows:

- Aspect Ratio - The Width:Height aspect ratio of the captured image must be 1:1:25.

- Minimum Number of Pixels - The minimum number of pixels in an electronic digital image must be 480 pixels in the horizontal direction by 600 pixels in the vertical direction. It should be noted that the image quality of the captured photos will be improved as the number of pixels in both directions are increased. However, as images are captured with the increased number of pixels, the 1:1:25 (width:height) aspect ratio will be maintained

- Colorspace - Color facial images are preferable to grayscale. Digital images must be represented as 24-bit RGB pixels. For every pixel, eight (8) bits will be used to represent each of the Red, Green, and the Blue components. The RGB colorspace is the basis for other color spaces including the Y, Cb, Cr and YUV

- Pixel Aspect Ratio - Digital cameras and scanners used to capture facial images must use square pixels with a pixel aspect ratio of 1:1

- Compression Algorithm - The algorithm used to compress facial images must conform to the JPEG Sequential Baseline mode of operation as described in the specifications approved by the ANSI X3L3 Standards committee

- File Format - The JPEG File Interchange Format (JFIF) must contain the JPEG compressed image data. The JFIF file must then be part of the transaction file for interchange which conforms to the requirements as contained in ANSI/NIST-CSL 1-1993

The Contractor will be asked to proceed with the design, implementation, training and knowledge transfer of the State Image Repository (SIR). Also required is post implementation support for the State Image Repository (SIR) for a period of 90 days after the final rollout of the system.

The Conceptual Design Document should include, at a minimum, the following:

- Narrative of the entire system and the flow of data through the system (i.e., from the Motor Vehicle Services agencies workstations to the OIT Enterprise server, or proposed database solution to the Contractor Central Server).
- Layouts for all files/tables including file/table names and numbers, data element names, numbers, number of occurrences, length and type, file maintenance data and file/database sizing information. If utilization of a DBMS solution is proposed, sizing information for the indexes, as well as the data areas must be provided.
- Product requirements and associated costs, if a DBMS solution is proposed.
- Procedures for backward and forward point in time recovery and in-flight recovery of the image repository in the event of an integrity problem or disaster.
- The proposed alternative solutions and the assessment of their advantages, disadvantages, costs and the Contractor's recommended solution.
- A proposed formal project plan, utilizing Microsoft Project, with timelines and milestones.

3.1.3.7 System Security

The system must provide a facility to specify and control user access that includes:

- Provision of security features for all modules proposed in response to the RFP requirements to protect the integrity of information files.
- Provision of the ability for user sign-on identifications with restricted access into the system by table, screen and menu.
- Provision of viewing only access to screens and tables on a user-by-user basis (sign-on).
- Provision of update access to the system on a user-by-user basis (sign-on).
- Allowance of integrity constraints (which regulate the data which can be entered) to be defined at the table, screen or field level.
- All sign-ons must be password protected. Password must expire and new ones must be entered at least every ninety (90) days (user defined).
- Provision of a journal with date, time and location for all entries that add, change or delete any file or table entry by user sign-on.
- Contractor to provide software for MVS to administer security of user IDs on the ICS and IRW platforms.

For historical records, equipment inventory, files and table, provide the capability for:

- User controlled access to all menu selections.
- User menu selection to default to most limited.
- Provide log of sign-on and access violations. Password violations to be limited to five (5) with system lockout after the third violation. Must identify the terminal/PC where the violation occurred.
- Provide for inquiry only and update only menu access.

3.1.3.8 System Management

The requirements pertaining to system management include the following:

1. Facility for the selective reloading of system and user files.

2. Audit trails for tracking all system activity and processes.

    a. Provide a transaction log file which can be used as an electronic audit trail.

    b. Provide capability to capture the before-and-after images, on file, of all on-line updates (i.e., modify, add, delete, renumber, etc.) with reporting capabilities.

    c. Provide capability to selectively inspect and reverse updates.

3. Detailed resource monitoring must be provided for the following:

    a. Disk usage, on a table by table basis.

    b. Input/output activity.

c. Device status.

d. Retrieval, access, and print volumes.

4. The Contractor must recommend and explain error management procedures. All error, warning and informational messages must be clear, concise and decoded.

5. Data reorganization must be performed on an as-needed basis in order to maintain system performance. The Contractor must provide the appropriate monitoring and optimizing tools to detect causes of processing bottlenecks, thrashing, poor response times, etc.

6. The provision of pre-formatted retrieval screens for report programs is desirable as well as specific requirements for other screen layouts including index screen presentations and menus.

7. Provide facility to report for a defined time period:

a) Number of inquiries.
b) Number of users.
c) Number of pages printed.
d) Total user time in system, if feature available.
e) Number of records in the system, by type; if feature available.

3.1.3.9 Hardware

3.1.3.9.1 Hardware Components

The Contractor must provide the State standard or equivalent or better. The State must determine equivalence. The Current MVS personal computer standards are specified in Attachment . The State also reserves the right to purchase the equipment off an existing contract.

3.1.3.9.2 Component Shielding

All provided electronic components must possess sufficient manufacturer installed EM/RF shielding to prevent interference with other communications equipment located in close proximity. FCC Class B certification is recommended.

3.1.3.9.3 Agency Equipment

1. The Contractor must be responsible for providing and installing all cabling from the State interface to all Contractor furnished equipment.

2. Transmission characteristics of all cables supplied must provide error-free transmission over the maximum cable lengths encountered at the designated data rate.

3. Cables to display stations must be provided with a minimum of 10 feet of slack from the agreed upon display station locations to allow for possible future relocation within the office space.

4. The Contractor is responsible for facility modifications such as drilling and boring of holes.

5. The Contractor is responsible for the provision of hardware necessary for cable runs, such as trays and conduit.

6. The Contractor is responsible for installing all cable end connectors.

7. The cabling, at a minimum, should conform to CAT 5 standard cables.

8. The Contractor is responsible for the integration of workstations, cabling and LAN components to existing environment.

3.1.3.9.4 UPS Requirements

1. An UN-interrupted power supply (UPS), SN/MP manageable, capable of supporting each P.C. and all peripherals for twenty (20) minutes of continued operation under full load during a power interruption must be configured for the system. Provision of a communications port to notify the operating system of a power loss and battery time remaining, to allow alternative power measures to be implemented or for controlled system shutdown. Detection of AC power interruption and switch over to battery operation must be in the tolerance range of the computer system internal switching power supply(s).

2. The requirement for UPS support is independent of the availability of generator support.

3.1.4 CONTRACTOR CENTRAL SYSTEM (CCS) REQUIREMENTS

The CCS must at least have a mass storage device, workstation, Central Card Issuing Printer (CCIP) and any other devices that may be needed. Any Contractor design that incorporates the central system design must minimize repetition of the MVS Comprehensive System's (MVS CS) database(s). Any stored data on the CCS must adhere to the Driver Privacy Protection Act Guidelines. If the CCS and MVS CS databases contain conflicting information, the MVS CS must be used as the master database of record, unless MVS rules otherwise.

3.1.4.1 CCS Functional Requirements

The Contractor must perform the following NJDL system related functions using the CCS:

- Maintain record of the installed ICS/OTCCIS and IRW (This is a configuration management function).
- Allocate and track card stock for all sites for audit purposes.
- Receive images and indexes (DL # & transaction #) received from the State Image Repository (SIR).
- Receive images and demographic information in an alternative method from the NJDL System if the communication lines from the CCS to the State Image Repository (SIR) are

down.

- Produce documents from the electronic transfer of data.
- Accept digitized signatures electronically so the CCS can automatically scale those signatures for uniform printing.
- Produce all license and ID documents not generated by an Over the Counter Card Issuing System (OTCCIS)
- Mail processed cards and any insert cards supplied by the State (insert cards will not result in an increase in postage costs) within 72 hours of receiving batched or real-time information.
- Mail all documents via first class mail.
- Provide the envelope with a State of New Jersey return address with approval of State, on envelope size and paper quality. State security features that should be utilized is interior screening to prevent the possibility of disclosing any sensitive information contained therein.
- Insure that the mailing time for documents does not exceed more than 5 days
- Generate daily, weekly, monthly, quarterly, YTD annual and YTD fiscal reports, on schedule basis and also on demand for NJDOT and MVS reconciliation, audit and oversight.
- Transmit to MVS CS system electronically, for an audit trail for the documents produced and mailed as an audit function.

3.1.4.2 CCS Interface Requirements

The Contractor must also provide the hardware and software required to accommodate the file transfer process between the CCS and the NJDL system. It will be required that the Contractor maintain this equipment. The Contractor will also provide and maintain the hardware required to accommodate for the Image Capturing Systems (ICS), over the counter Card Issuing Systems (OTCCIS) and Image Retrieval Workstations (IRW) as well as the NJDL system.

The Contractor must develop and implement a proprietary authentication protocol (handshaking technique) to interface with the ICS/OTCCIS and IRW. The Contractor must propose a remote log-on procedure where a log-on process from the ICS/OTCCIS and IRW also logs the user on to the CCS. The Contractor must ensure, however, that the protocol satisfies all the interface requirements set forth in section 3.1.3.2.

3.1.4.3 CCS Performance Requirements

The Contractor must retain maximum storage space required per customer driver's license number, most recent transaction number and the customer's name and birth date. The Contractor must use standard image file format and compression techniques, as applicable.

3.1.4.4 CCS Security Requirements

The State anticipates that the majority of documents will be generated by the CCS and desires extensive security requirements.

3.1.4.4.1 CCS Physical Security Requirements

The Contractor must utilize physical security access control systems to limit access to any facilities used to produce cards, process data, or house any sensitive data to those authorized personnel and authorized visitors. The control systems must have the capability to detect and

report attempted unauthorized entries into the facility.

3.1.4.4.2 Entrance Security

The data processing and telecommunications facilities must be secured 24 hours a day, 365 days a year. The entrance(s) to the automated information systems or telecommunications facility must provide for controlled entry and be secure against forced entry.

3.1.4.4.3 Mandatory Site Visit

The state will require, as part of the scope of work for the RFP, that the winning contractor establish an in-state secure site for document manufacturing and mailing. If an existing site is proposed, a mandatory visit is required. If the Bidder plans to lease a site after contract award, the proposal must describe how all the mandatory requirements in Sections 3.1.4.4.1.1 through 3.1.4.4.1.5 will be met.

3.1.4.4.3.1 Locks

The facility(s) must be locked at all times when authorized personnel are not present. If undetected entry can occur while the facility is occupied, countermeasures must be implemented to restrict unauthorized access.

3.1.4.4.4 Data Storage Security

All data on portable media, including but not limited to, magnetic tapes, diskettes, removable disk packs, paper listings and microfiche must be in secure access controlled storage areas with access limited to authorized personnel, when not being used by computer operations.

3.1.4.4.5 Fire Protection and Suppression

The primary and backup processing sites, as well as the tape storage areas, must be equipped with fire detection and suppression systems that detect and suppress fire in the incipient stage.

3.1.4.4.6 CCS Systems Security Requirements

3.1.4.4.6.1 Control of Card Stock

The Contractor must describe the system and procedural controls to ensure that UN-generated card stock is properly safeguarded against lost, theft, and/or abuse. The Contractor must be responsible for all UN-generated card stock until such stock is either received into custody by the U.S. Postal Service or by a OTCCIS site.

3.1.4.4.6.2 Communications Access Controls

The Contractor must provide for communications software to control access to and from the CCS system. Such communications software controls must ensure that all State or Contractor personnel access to the system to input data or generate inquiries is strictly controlled.

3.1.4.4.6.3 User Identification and Authentication

All personnel requiring access to the CCS must be established within the system. The system must require unique identification from each user to access the system (i.e., user ID and

password). The system must protect authentication data so that it cannot be accessed by any unauthorized user. This system must also provide the capability of associating this identify with all actions taken by that individual subject to audit. The system must be able to maintain information for determining the authorizations of individual users. The system must support a lock-out threshold for excessive invalid access attempts. The logon Ids and passwords of users no longer authorized to access the system must be immediately deleted.

3.1.4.4.6.4 System Access Audit Controls

The system must be able to create an audit trail of access to the system and maintain and protect such records from modification, unauthorized access, or destruction. The system must be able to record the following types of events: log on, log off, change of password, creation, deletion, opening and closing of files, and all actions by system operators, administrators, and security officers. For each recorded event, the audit record must identify: date and time of the event, user, type of event, and the success or failure of the event. For log on, log off, and password change, the origin of the request (including but not limited to, terminal/personal computer ID) must be included in the audit record. The Contractor must provide controls to ensure that transaction communications are safeguarded, and transactions are processed only for properly executed transactions from authorized terminals. Communications message validation must provide for control edits for message completeness, file and field formats, and control and authentication measures. The Contractor must have the ability to perform error checking transmitted data to ensure integrity of transmitted data, including range checks for acceptable data fields and message format checks.

3.1.4.4.7 CCS Data Security Requirements

The data resident on the CCS must be protected to ensure that system and confidential information must not be disclosed for unauthorized purposes. In addition, the Contractor must meet the requirements of the Drivers Privacy Protection Act regarding data security.

3.1.4.5 CCS Audit Requirements

The Contractor must maintain the last two issuances or modifications either on-line or in another media. At a minimum, the Contractor must maintain the last issuance on-line.

3.1.4.6 CCS Availability and Reliability Requirements

The Contractor must provide disaster recovery and backup plans for the CCS in accordance with section 3.1.2.5.5 of this RFP. These plans must be tested on an annual basis to limit the risk of exposure and potential loss of data in the event of a disaster.

3.1.4.7 CCS Flexibility and Expansion Requirements

The Contractor must maintain a 72 hour response between agency image file transfer to the CCS and file document production/mailing regardless of the increasing transaction requests from the local MVS agencies. The Contractor must increase the processing capabilities to meet the response time requirements for higher throughput.

3.1.4.8 CCS Location Requirements

The Contractor will be required to maintain the CCS within the State of New Jersey. The location must be at a site mutually agreeable to the State and the Contractor.

3.1.5 IMAGE CAPTURING SYSTEM (ICS) REQUIREMENTS

According to the notional architecture, the Image Capturing System (ICS) component serves the local MVS agencies by capturing digitized images and transmitting to the State Image Repository (SIR) the images and the required information needed to print licenses and identification cards. The ICS is assumed to be an integration of a workstation (i.e., IBM compatible personal computer), digital camera, signature pad and bar code reader. The following paragraphs establish the requirements for the successful implementation of this platform.

3.1.5.1 ICS Functional Requirements

The Contractor provided ICS must perform the following functions:

- Retrieve license/ID information from the MVS CS needed to produce a document and verify suspension and any other statuses that should prevent a license from being printed.
- Store the images in JPEG format. The portrait and signature images should follow the AAMVA standards located in the National Standard for the Driver License/Identification Card – AAMVA DL/ID-2000 document available in the Document Library.
- Be capable of displaying the captured image to the customer on a monitor separate from the operators, without the moving of equipment. Encompass the latest version of ANSI B10.8 Draft Driver's License/Identification Card Standard. After the Drivers License is entered or barcode is read, provide the ability to queue the data transmitted from the MVS CS. This record should automatically be displayed on the operator's monitor should a matching DL # and/or transaction # be data entered or identified by 2D bar code data; Must require the capture of the customer's digitized signature and digitized image (unless already stored on the CCS) prior to transmitting the file to the State Image Repository (SIR).); Ability to read a PDF-417 2D bar code or manually enter data to populate the ICS' personal computer, should the connection between the ICS and MVS CS be down, unavailable or unnecessary (The manual entry of data must include a provision to have audit and security on this function, and only with a supervisor approval).
- Must alert and display within 10 seconds the Image Capturing System (ICS) if a customer's image is already stored on the State Image Repository (SIR), but, the ICS must be designed to allow the operator the ability to indicate that a new image is acceptable.
- Must alert the operator if the customer is Under 21 or over 21 years of age.
- Capture digitized image and/or digitized signature, and transfer those images along with the license/ID information to the State Image Repository (SIR) for printing of documents.
- Ability to void images from the State Image Repository (SIR) prior to batch transmission at the end of each business day.
- Return confirmation of successful transmission.
- Provide a counter for each ICS, which indicates number of images successfully transmitted during the day.

3.1.5.2 ICS Interface Requirements

The State will provide the communication equipment necessary to interface the ICS with the MVS Comprehensive System. The Contractor must size the image transmissions and provide recommendations of upgrades required to the GSN to meet the requirements of this RFP.

The Contractor must review and make recommendations on LAN Infrastructure changes at the agencies (i.e. HUB vs. switch to GSN).

3.1.5.3 ICS Performance Requirements

The Contractor provided ICS must produce high-quality images that incorporate the following features:

- Adjustable digital camera equipment, to facilitate capturing straight on digital images of customers across a wide range of heights.
- The number of ICS for each location will be determined by the equipment response time and the number of transactions based on statistical data supplied in Attachment (Motor Vehicle Agencies with percent of current photo DL Business), Attachment (Projected New Jersey Driver License Renewal for 2001 – 2005) and Attachment E (New Jersey Driver License Data for Non-Renewal for Activity) for volume at each agency location.
- The minimum requirement for the number of ICS's at each location is, two working stations with one backup unit. The backup unit is to be setup in the event of failure of the working unit.
- The ICS must allow photographing of seated customers with the camera positioned on the standard MVS work counter, which is between 38 and 43 inches from the floor. The ICS must conform to overall space requirements for driver licensing functions specified in MVS' model agency designs.
- The ICS operator will capture a second image, if requested by the customer. If requested, the ICS must have the capability for a side-by-side display of the images to allow the customer to make a selection. The image selected by the customer must be submitted to the State Image Repository (SIR). The other image must be discarded.
- The total on-line upload time of the customer information to the State Image Repository (SIR) must be completed within 10 seconds. Confirmation of the transfer must also be done within this time.
- Only in case of on-line communication failure with the State Image Repository (SIR), the document issuance information must then be uploaded later, electronically. This processing and upload for all sites must not exceed four hours.

The Contractor provided Image Capturing System equipment must result in the production of digitized color images and digitized signature images that satisfy the following requirements:

Optics:

- The camera unit must incorporate a light beam type, spotting framing device, or an equally effective framing device so that the client's head can always be quickly related to the center of the frame.
- The field size and consequent backdrop size must be coordinated with the other elements of camera operation to minimize difficulties in framing.

Exposure Control:

- The ICS must automatically adjust the exposure, but enable the operator to manually adjust exposure, to compensate for persons of lighter or darker than average complexion.

Lighting:

- Two lighting units must be integral parts of every camera system.
- An electronic flash unit, to be used for generally acceptable portrait illumination of the applicant.
- A lighting device, to be used for even illumination of the background.
- The electronic flash unit light output must be powerful enough to provide for the requisite

depth of field, and to overcome color balance problems that might be caused by ambient light; and

- The electronic flash unit must be permanently positioned for proper aim, and focused to coordinate with the focal distance and field size of the objective lens.

Additional Elements and Features:

- The ICS must be easy to operate and equipped with necessary interlocks, safety features, and protective devices to minimize operator or mechanical error.
- The ICS, including all other electrical equipment, must be designed and built so that a voltage fluctuation with a low of 90 to a high of 130 volts will not cause a change in operation. All electrical equipment must operate on regular 110 voltage, 60 cycle AC, and must meet Underwriter Laboratory (UL) standards.
- A light blue backdrop, or screen, must be included with every unit.
- The system must provide a non-resettable counter for the ICS that is incremented every time an image is taken.

The image capturing system should have the capability to capture the image from a sit down or standing position. The camera should support automatic focusing and centering features. It should also adjust for different color complextions.

Signature Capturing:

- A written signature capture device must be interfaced with each ICS.
- The ICS must provide the interactive controls and capability for an operator to take and store a digitized image of the customer's written signature.
- The signature image must be captured via direct electronic input from the signature capture device.
- The signature capture device must accommodate both right and left hand customers, as well as those who are disabled.
- The customers must be able to see their signature as they are signing.
- The captured signature must be in high resolution, excellent quality, and legible.
- The captured signature must be a smooth reproduction of the customer's signature and must not be jagged in appearance.
- The captured signature should follow the AAMVA standards located in the AAMVA National Standards for the Driver License/Identification Card document, located in the Document Library.
- Ability to interchange or replace a backup device rapidly and have this additional equipment available at each agency, for replacement.
- The ICS must store and transmit to the State Image Repository (SIR) all signatures in a uniform size for printing and storing, by automatically scaling the size of the captured signature.

3.1.5.4 ICS Security Requirements

The Contractor must provide log-on procedures to the ICS before any image capturing activity can take place. The system software must be equipped with a login and password. The state standardization for passwords is 6 to 8 characters. At least one of these characters must be alpha. Also, the Contractor must implement a time out mechanism to log-out the user if system is idle / inactive for a given period of time, that is settable by the system administrator.

MVS generates a unique transaction number for every request for original issuance, duplicate or change on the license information. This transaction number must be stored on the ICS for transmittal to the State Image Repository (SIR) with other transaction data.

At a minimum, the ICS must be equipped with a removable security device, other than a mechanical switch. The security device must be placed in the ICS during the start-up procedure and for log-on of the operator. Once the operator has successfully logged on, the ICS must issue a screen message and sound that tells the operator to remove the security device and place it in a safe place. The ICS must not continue operating until the security device is removed. The Contractor must fully explain its security device and how it functions.

The vendor must identify security features that will render the digital workstation inoperable at the end of each business day. Locking cabinets must be provided for each digital workstation implemented in the MVS offices.

3.1.5.5 ICS Audit Requirements

To improve accountability within the State's current license system, the State requires the Contractor to provide the following ICS features:

- A comprehensive proposal for a system wide audit / tracking capability, possibly drawn from known successful practices and experiences in other States, and including suggested related forms
- A system for daily reconciliation of the number of images transmitted and total number of images captured, as indicated on a non-resettable counting device on each system.
- At the end of each issuance, the ICS must produce a reliable and verifiable log that contains pertinent issuance information including name, card number, date of birth, date of issuance, and the MVS operator number. This log must be printable in an easy to read format. This log represents ICS activities and must not be replaced by the current activity logs generated by MVS offices.

3.1.5.6 ICS Availability and Reliability Requirements

The Contractor must adhere to the general rules set in section 3.1.3.4, NJDL System Availability and Reliability. If a planned local MVS agency opens, the Contractor must install equipment within 5 days of request, prior to actual opening of the office. If closing of a local MVS agency office occurs, equipment must be removed within 2 business days.

3.1.5.7 ICS Flexibility and Expansion Requirements

The Contractor must provide the ability for the ICS to automatically query and download, if necessary, the latest version of ICS software. Moreover, the Contractor must ensure the process is not inconvenient to the driver or agency employee.

3.1.6 OVER THE COUNTER CARD ISSUING SYSTEM (OTCCIS) REQUIREMENTS

The Over the Counter Card Issuing System includes an Image Capturing System connected to a Over the Counter Card Issuing Printer (OTCCIS) to be located at one (1) New Jersey Motor Vehicle Agency. Three (3) additional over the counter sites should also be provided in locations at the Motor Vehicles Services Central office in Trenton. Section 3.1.5.7, ICS Requirements, and the specifications provided in this section, comprise the minimum requirements of the OTCCIS.

3.1.6.1 OTCCIS Functional Requirements

The OTCCIS must be able to receive a customer's images (accessible via a DL #, or barcode read data) from the State Image Repository (SIR) and NJDL system. This will provide the State the ability to generate duplicate and changed/corrected licenses and IDs over-the-counter.

Log all the issuance activities taking place. This must include all the successes and failures.

Ability to produce a card that is readable, laminated and secure, in accordance with MVS specifications (See Section 3.1.8 NJDL Card Requirements).

Be exact in appearance, as cards generated by the CCS.

Provide a counter for each OTCCIS, which indicates the number of documents it produced during the day.

Built-in system audit trail capability, including provision for number of destroyed cards.

High-quality reproduction of both customer images and demographic information.

A card system that has no toxic or hazardous chemicals, or has a certification from EPA that existing chemicals in their present state pose no danger to Agency employees, or does not require that Agency employees handle chemicals related to any image license system.

3.1.6.2 OTCCIS Performance Requirements

The OTCCIS must provide the State with the capability to produce a card within 2 minutes after the digitized images have been captured. This parameter will allow the State to serve customers in an expeditious manner.

It must be possible to accomplish all operations and adjustments pertinent to producing a finished card from behind the camera and in the operating position.

The Contractor must provide the necessary media for each printer. All ribbon supplies must have a minimum 6-months expiration date. Ribbon will be packaged so that it cannot be accidentally damaged by exposure to daylight.

The Contractor must be liable for all defective media. This includes media that cannot be stored and remains stable under normal agency climate conditions. If necessary to ensure top quality media, the Contractor may provide climate control equipment for media storage areas.
The system must provide a non-resettable counter for each OTCCIS, that is incremented every time a document is printed.

The system must start processing the next customer in less than 20 seconds after the previous customer's information has been sent to the printer.

The system must provide a transaction indicator that will signify a license has printed through the OTCCIS system, which will be passed to the State to prevent a duplicate license being printed in batch.

The system must provide notification to the comprehensive system that a transaction and issuance of license has been completed through the OTCCIS.

Have the capability to reproduce licenses of poor quality.

3.1.6.3 OTCCIS System Audit Requirements

A system for daily reconciliation of blank card stock, with the total number of cards printed or destroyed / voided. This reconciliation will be used in conjunction with the one currently used by the MVS offices.

A system for daily reconciliation of the number of valid license/ID documents generated and voided.

3.1.6.4 OTCCIS System Availability and Reliability Requirements

The Contractor must adhere to the general rules set in section 3.1.3.4, NJDL System Availability and Reliability. If a planned additional OTCCIS is opened, the Contractor must install equipment within 5 days of request, prior to actual opening of the office. If closing of an OTCCIS site occurs, equipment must be removed within 2 business days.

3.1.7 IMAGE RETRIEVAL WORKSTATION (IRW)

The Contractor must provide and install an Image Retrieval Workstation at each Motor Vehicle Agency. These workstations will provide the operator the ability to retrieve stored images from the State Image Repository (SIR). The workstations must include a provision for security on the functioning of this system.

3.1.7.1 IRW Performance Requirements

For direct access where a unique identifier is known (i.e. a DL# or transaction #) , the system access time must be less than 3 seconds to display a customer's image.

For access to the State Image Repository (SIR) via a customer's name and date of birth, the system access time must be less than 8 seconds to display a customer's image.

3.1.7.2 IRW Security Requirements

The Contractor must provide log-on procedures to the IRW before any image retrieving activity can take place. Also, the Contractor must implement a time out mechanism to log-out the user if system is idle / inactive for a given period of time, that is settable by the system administrator.

3.1.7.3 IRW Availability and Reliability Requirements

The Contractor must adhere to the general rules set in section 3.1.3.4, NJDL System Availability and Reliability. If a planned local MVS agency opens, the Contractor must install equipment within 5 days of request, prior to actual opening of the office. If closing of a local MVS agency office occurs, equipment must be removed within 2 business days.

3.1.8 NJDL CARD REQUIREMENTS

The NJDL card is the most integral piece of the system. This component is also the most vulnerable, in that it will be in the hands of customers in a non-controlled environment. The size of the document should meet the ISO 7810 credit card standards. Portrait size should be a minimum of 1 inch by 1 inch.

3.1.8.1 NJDL Card Functional Requirements

The Contractor must work with the State to design the NJDL and identification cards. The Contractor must generate color cards that meet the following display specifications:

3.1.8.1.1 Front of the NJDL card

The front of the basic driver license, provisional drivers license or identification card must contain the following data:

- Document Type, Class, Endorsements, Restrictions, and Boat Operator
- Date of Issuance
- First Name, MI, Last Name
- Street Address
- City, State, Zip Code
- Date of Birth, Autopic, Expiration
- Codes - Gender, Eyes, Height, Weight
- Color Image
- Digitized Signature
- Processing Information - Clerk ID, Transaction Number, Transaction Type, License / ID Fee
- "Under 21" with a different color generated by the printing system based on standards or agreed to by the State.
- Organ donor information. The system must print "organ donor" or an organ icon, on the card, should a person wish to donate his/her organ(s).
- "For Identification Only" must also be displayed on the front of identification only cards.
- "Interlock Device" with expiration date.

3.1.8.1.2 Reverse of the NJDL card

The reverse side of the card must display the following:

Endorsements and restrictions in full text on all documents, unique to the driver.

Restrictions for the Provisional License and Examination Permit will be displayed for those documents, as applicable for the current driving status.

3.1.8.2 NJDL Card Security & Durability Requirements

All cards must be adequately protected against counterfeiting, alteration of data, duplication of the entire document and substitution of the customer's image. All DL/ID cards must:

Have a visual security feature, which changes look or color when viewed from different angles, and is bonded to both the portrait and data portions on the front of the DL/ID card. The security feature must not obscure either the subject's image or printed information on the card. The security feature must be in a form that cannot be photographically reproduced, and can be authenticated by the MVS or others for security reasons to determine if the document has been altered or is counterfeit.

Be designed with the visual security feature under the lamination or coating so that any attempt to remove the security feature will result in destruction of the DL/ID document and the printed DL/ID information.

Have features that make fraud attempts easily detectable by persons, preferably without special training or equipment.

To ensure the security and integrity of the license, the material must include features not commercially available.

Security features that support are both overt and covert

The DL/ID card laminate or coating must:

Cover the printed surface area of the front and back of the finished DL/ID card without causing card warpage. The laminate or coating must protect and maintain the printed information for the required life of the card as specified in this RFP.

The laminate or coating must be a minimum 1 mil. in thickness on the front and back of the DL/ID card.
Be transparent and permanently bonded in such a manner that tampering with or removing will destroy the document including the security features and DL/ID card data.

Not be removable without destroying the laminate or coating on the DL/ID card.

The DL/ID card must maintain full serviceability for a period of four (4 years) including protection against ultra violet light, dye migration, abrasion, delamination, etc. The Contractor must reimburse the State for the costs for replacing any generated DL/ID cards that do not maintain a 4 year serviceability as described in the American National Standard for Information Technology – Driver License Cards – Identification Cards Document supplied in Library. These costs include any and all costs related to replacing the driver's license/ID card(s) such as materials, supplies, pay per license costs, transaction costs, etc.

3.1.8.3 NJDL Card Bar Code Requirements

The DL/ID card must include a two-dimensional PDF417 barcode. This barcode must use digital signature technology that can authenticate New Jersey as being the authorizing state of the document. The barcode must follow AAMVA standards in accordance with the "AAMVA National Standards for the Driver License /Identification Card" document generated by AAMVA (Attached as Library Document). The bar code must be in accordance with the latest version ANSI B10.8 Draft Driver's License/ Identification Card Standards. The bar code must contain, but is not limited to the following:

- Compressed Gray scale Jpeg Image (Black and White – as defined in section 3.1.3.6.3 State Image Repository)
- Name (First Name, Middle Initial, Last Name)
- Address
- City
- State
- Zip Code
- Date of Birth (mm/dd/yyyy)
- Under 21" Indicator
- Picture Required"

- Gender
- Eyes
- Height
- Weight
- Autopic
- Date of Issuance (mm/dd/yyyy)
- Expiration Date (mm/dd/yyyy)
- Interlock Indicator
- Interlock Expiration Date (mm/dd/yyyy)
- Document Type
- Class, Boat Class
- Endorsements and Restrictions
- Organ donor (If yes)
- Clerk ID
- License Fee
- Transaction Number.

3.2 CONTRACTOR REPORTING REQUIREMENTS

The Contractor must compile and summarize data on card transactions and provide monthly and fiscal year end reports to the State. The Contractor shall also propose a solution for reporting that provides the most efficient and cost effective combination of raw data extract and/or standard report formats. Reports will be used for auditing and budgeting purposes.

4 PROPOSAL PREPARATION AND SUBMISSION

4.1 General

The bidder must follow instructions contained in this RFP and in the bid cover sheet in preparing and submitting its bid proposal. The bidder is advised to thoroughly read and follow all instructions.

The information required to be submitted in response to this RFP has been determined to be essential in the bid evaluation and contract award process. Any qualifying statements made by the bidder to the RFP'S requirements could result in a determination that the bidder's proposal is materially non-responsive. Each bidder is given wide latitude in the degree of detail it elects to offer or the extent to which plans, designs, systems, processes, and procedures are revealed. Each bidder is cautioned, however, that insufficient detail may result in a determination that the bid proposal is materially non-responsive or, in the alternative, may result in a low technical score being given to the bid proposal.

The bidder is instructed to clearly identify any requirement of this RFP that the bidder cannot satisfy.

4.2 Proposal Delivery and Identification

In order to be considered, a bid proposal must arrive at the Purchase Bureau in accordance with the instructions on the RFP cover sheet. Bidders submitting proposals are cautioned to allow adequate delivery time to ensure timely delivery of proposals. State regulation mandates that late proposals are ineligible for consideration. The exterior of all bid proposal packages must be labeled with the bid identification number, final bid opening date and the buyer's name. All of this information is set forth at the top of the RFP cover sheet.

4.3 Number of Bid Proposal Copies

Each bidder must submit one (1) complete ORIGINAL bid proposal, clearly marked as the "ORIGINAL" bid proposal. Each bidder must submit 12 full, complete, and exact copies of the original. The copies required are necessary in the evaluation of your bid. Bidders failing to provide the required number of copies will be charged the cost incurred by the State in producing the required number of copies. It is suggested that the bidder make and retain a copy of its bid proposal.

4.4 Proposal Content

The proposal should be submitted in one volume and that volume divided into four (4) Sections as follows:

4.4.1 Section 1 – Forms

4.4.1.1 Ownership Disclosure Form

In the event the bidder is a corporation or partnership, the bidder must complete the attached Ownership Disclosure Form. A completed Ownership Disclosure Form must be received prior to or accompanying the bid. Failure to do so will preclude the award of the contract.

4.4.1.2 MacBride Principles Certification

The bidder must complete the attached MacBride Principles Certification evidencing compliance with the MacBride Principles. Failure to do so may result in the award of the contract to another vendor.

4.4.1.3 Affirmative Action

The bidder must complete the attached Affirmative Action Employee Information Report, or, in the alternative, supply either a New Jersey Affirmative Action Certificate or evidence that the bidder is operating under a Federally approved or sanctioned affirmative action program. The requirement is a precondition to entering into a valid and binding contract.

4.4.1.4 Set Aside Contracts

This is a contract with set aside subcontracting requirements. The bidder must return the attached Subcontractor Utilization Plan Form or, in the alternative, the bidder must address the generate of set aside subcontracting in its bid proposal. Upon contract award, the contractor shall report all payments made to all such subcontractors to the State Project Manager.

4.4.1.5 Bid Bond

There is no Bid Bond required for this procurement.

4.4.1.6 Section 2 – Technical Proposal

In this Section, the bidder shall describe its approach and plans for accomplishing the work outlined in the Scope of Work Section, i.e., Section 3.0. The bidder must set forth its understanding of the requirements of this RFP and its ability to successfully complete the contract. This Section of the proposal should contain at least the following information:

4.4.1.7 Management Overview

The bidder shall set forth its overall technical approach and plans to meet the requirements of the

RFP in a narrative format. This narrative should convince the State that the bidder understands the objectives that the contract is intended to meet, the nature of the required work and the level of effort necessary to successfully complete the contract. This narrative should convince the State that the bidder's general approach and plans to undertake and complete the contract are appropriate to the tasks and subtasks involved.

Mere reiterations of RFP tasks and subtasks are strongly discouraged, as they do not provide insight into the bidder's ability to complete the contract. The bidder's response to this Section should be designed to convince the State that the bidder's detailed plans and approach proposed to complete the Scope of Work are realistic, attainable, and appropriate and that the bidder's proposal will lead to successful contract completion.

4.4.1.8 Detailed Plans, Approach, and Deliverables

This section of the Bidder's response proposal will set forth in detail the Bidder's plans and approach for completing all tasks, sub-tasks, or other work elements required by the Scope of Work.

The Scope of Work section of this RFP does not specifically contain or refer to tasks, sub-tasks or specific work elements, the Bidder should further develop the Scope of Work contained in the RFP in its bid proposal submitted in response to this RFP. This should take the form of a detailed, step—by—step description of the work to be performed by the Bidder. The detailed description should be organized logically to reflect the order in which the work will be performed. The sequence of work should be structured in a manner, which identifies the major tasks, sub—tasks or other work elements, which are necessary in performing that piece of work.

The contents of the Bidder's response to this section should be designed to convince the State that the Bidder's detailed plans and approach proposed to complete the required Scope of Work are realistic, attainable, and appropriate and that the proposed plans will lead to successful Contract completion.

4.4.1.9 Contract Management

The bidder should describe its specific plans to manage control and supervise the contract to ensure satisfactory contract completion according to the required schedule. The plan should include the bidder's approach to communicate with the State Project Manager including, but not limited to, status meetings, status reports, etc.

4.4.1.10 Contract Schedule

The bidder should include a detailed contract schedule including all key deliverables delineated for action item milestones in Section 1.2.1. The bidders schedule must incorporate all key dates and milestones and identify completion date for each task and sub-task required by the scope of work. Such schedule should also identify the associated deliverable item(s) to be submitted as evidence of completion of each task and/or sub-task.

The bidder should identify the contract scheduling and control methodology to be used and

should provide the rationale for choosing such methodology. The use of Gantt, Pert, or other charts is at the option of the bidder.

4.4.1.11 Mobilization and Implementation Plan

Any prospective contractor must provide a mobilization/implementation plan to integrate image repository/production with all Division business applications.

4.4.1.12 Potential Problems

The bidder should set forth a summary of all problems that the bidder anticipates during the term of the contract. For each problem identified, the bidder should provide its proposed solution.

4.4.1.13 Section 3 - Organizational Support and Experience

The bidder should include information relating to its organization, personnel, and experience, including, but not limited to, references, together with contact names and telephone numbers, evidencing the bidder's qualifications and capabilities to perform the services required by this RFP.

4.4.1.14 Location

The bidder should include the location of the bidder's office that will be responsible for managing the contract. The bidder should include the telephone number and name of the individual to contact.

4.4.1.15 Organization Chart (Contract Specific)

The bidder should include a contract organization chart, with names showing management, supervisory and other key personnel (including subcontractor's management, supervisory or other key personnel) to be assigned to the contract. The chart should include the labor category and title of each such individual.

4.4.1.16 Person-Hour and/or Labor Category Mix Proposed

The Bidder should submit a comprehensive chart showing the Person-hours proposed to meet the requirements of this RFP. This chart will be designed to correlate to the tasks, sub-tasks or other work elements required by the RFP. The Bidder will set forth, for each task, sub-task or other work element, the total number of person-hours, broken down by labor category, proposed to complete the Contract.

4.4.1.17 Resumes

Detailed resumes should be submitted for all management, supervisory and key personnel to be assigned to the contract. Resumes should be structured to emphasize relevant qualifications and experience of these individuals in successfully completing contracts of a similar size and scope to those required by this RFP. Resumes should clearly identify previous experience in completing similar contracts. Beginning and ending dates should be given for each similar contract. A description of the contract should be given and should demonstrate how the individual's work on the completed contract relates to the individual's ability to contribute to the successfully providing the services required by this RFP. With respect to each similar contract, the bidder should include the name and address of each reference together with a person to contact for a reference check and a telephone number.

In the event the bidder must hire or otherwise engage management, supervisory and/or key personnel if awarded the contract, the bidder should include a recruitment plan for such personnel. Such recruitment plan should demonstrate that the bidder will be able to initiate and complete the contract within the period required by this RFP.

4.4.1.18 Backup Staff

The bidder should include a list of backup staff that may be called upon to assist or replace primary individuals assigned. Backup staff must be clearly identified as backup staff.

In the event the bidder must hire management, supervisory and/or key personnel if awarded the contract, the bidder should include, as part of its recruitment plan, a plan to secure backup staff in the event personnel initially recruited need assistance or must be replaced during the contract term.

4.4.1.19 Organization Chart (Entire Firm)

The bidder should include an organization chart showing the bidder’s entire organizational structure. This chart should show the relationship of the individuals assigned the contract to the bidder's overall organizational structure.

4.4.1.20 Experience of Bidder on Contracts of Similar Size and Scope

The bidder should provide a comprehensive listing of contracts of similar size and scope that it has successfully completed, as evidence of the bidder’s ability to successfully complete the services required by this RFP. Emphasis should be placed on contracts that are similar in size and scope to those required by this RFP. A description of all such contracts should be included and should show how such contracts relate to the ability of the firm to complete the services required by this RFP. For each such contract, the bidder should provide the name and telephone number of a contact person for the other contract party. Beginning and ending dates should also be given for each contract.

4.4.1.21 Financial Capability of the Bidder

The bidder should provide proof its financial capacity and capabilities to undertake and successfully complete the contract. A certified financial statement for the most recent fiscal year and current bank reference(s) are acceptable.

Subcontractor(s)

Should the bidder propose to utilize a subcontractor(s) to fulfill any of its obligations, the bidder shall be responsible for the subcontractor's (s): (a) performance; (b) compliance with all of the terms and conditions of the contract; and (c) compliance with the requirements of all applicable laws.

The bidder must provide a detailed description of services to be provided by each subcontractor, referencing the applicable Section or Subsection of this RFP.

The bidder should provide detailed resumes for each subcontractor's management, supervisory and other key personnel that demonstrate knowledge, ability, and experience relevant to that part of the work, which the subcontractor is designated to perform.

The bidder should provide documented experience demonstrating that each subcontractor has successfully performed work on contracts of a similar size and scope to the work that the subcontractor is designated to perform in the bidder's proposal.

4.4.1.22 Cost Proposal

The bidder must submit all requested pricing information. Failure to submit all requested pricing information may result in the bidder's proposal being considered materially non-responsive. Each bidder must hold its price(s) firm for a minimum of ninety (90) days following bid opening to permit the completion of the evaluation of proposals received and the contract award process. (refer to section 7 for pricing sheet).

Bidders shall also provide a comprehensive listing of any and all labor categories that may be used to perform additional work in accordance with the additional work clause of this RFP. Loaded hourly rates are to be submitted for any and all labor categories that the bidder anticipates may be required to perform additional work. Failure to include a labor category along with a loaded hourly rate will exclude that category from eligibility to perform additional work. Bidders may submit labor categories for additional work that is not included in the base proposal to perform the Scope of Work required by this RFP.

5 CONTRACTUAL TERMS AND CONDITIONS

5.1 Precedence of Contractual Terms and Conditions

The contract shall consist of this RFP, addendum to this RFP, the contractor's bid proposal, and the Division's Notice of Acceptance.

Unless specifically noted within this RFP, the Standard Terms and Conditions take precedence over the Special Terms and Conditions.

In the event of a conflict between the provisions of this RFP, including the Standard Terms and Conditions and the Special Terms and Conditions, and any addendum to the RFP, the addendum shall govern.

In the event of a conflict between the provisions of this RFP, including any addendum to this RFP, and the bidder's proposal, the RFP and/or the addendum shall govern.

5.2 Performance Bond

There is no Bid Bond required for this procurement.

5.3 Contractual Liability/Indemnification

The contractor's liability to the State for actual, direct damages resulting from the contractor's performance or non-performance, or in any manner related to the contract, for any and all claims, shall be limited in the aggregate to $14,000,000, except that such limitation of liability shall not apply to the following:

1. The contractor's obligation to indemnify the State of New Jersey and its employees from and against any claim, demand, loss, damage or expense relating to bodily injury or the death of any person or damage to real property or tangible personal property, incurred from the work or materials supplied by the contractor under the contract caused by negligence or willful misconduct of the contractor; and

2. the contractor's breach of its obligations of confidentiality.

The contractor's indemnification obligation is not limited by but is in addition to the insurance obligations contained in Section 2.3 of the Standard Terms and Conditions.

The contractor shall not be liable for special, consequential or incidental damages.

5.4 Business Registration

Evidence of business registration with the Division of Revenue, Department of Treasury for the Contractor and all proposed Sub-Contractors. The Bidders receiving a notice of contract award shall be afforded seven (7) days thereafter to register with the Division of Revenue after notification of contract award to provide such evidence.

5.5 Contract Term and Extension Option

The term of the contract shall be for a period of five years with an additional two-year option.

5.6 Contract Transition

In the event services end by either contract expiration or termination, it shall be incumbent upon the contractor to continue services, if requested by the Director, until new services can be operational. The contractor acknowledges its responsibility to cooperate fully with the replacement contractor and the State to ensure a smooth and timely transition to the replacement contractor. Such transitional period shall not extend more than one hundred eighty (180) days beyond the expiration date of the contract, or any extension thereof. The contractor will be reimbursed for services during the transitional period at the rate in effect when the transitional period clause is invoked by the State.

5.7 Availability of Funds

The State's obligation to pay the contractor is contingent upon the availability of appropriated funds from which payment for contract purposes can be made. No legal liability on the part of the State for payment of any money shall arise unless funds are made available each fiscal year, to the Using Agency by the Legislature.

5.8 Contract Amendment

Any changes or modifications to the terms of the contract shall only be valid when they have been reduced to writing and executed by the contractor and the Director.

5.9 Contractor Responsibilities

The contractor shall have sole responsibility for the complete effort specified in the contract. Payment will be made only to the contractor. The contractor shall have sole responsibility for all payments due any subcontractor.

The contractor is responsible for the professional quality, technical accuracy and timely completion and submission of all deliverables, services, or commodities required to be provided under the contract. The contractor shall, without additional compensation, correct or revise any errors, omissions, or other deficiencies in its deliverables and other services. The approval of deliverables furnished under this contract shall not in any way relieve the contractor of

responsibility for the technical adequacy of its work. The review, approval, acceptance, or payment for any of the services shall not be construed as a waiver of any rights that the State may have arising out of the contractor's performance of this contract.

5.10 Substitution of Staff

If it becomes necessary for the contractor to substitute any management, supervisory or key personnel, the contractor will identify the substitute personnel and the work to be performed.

The contractor must provide detailed justification documenting the necessity for the substitution. Resumes must be submitted evidencing that the individual(s) proposed as substitution(s) have qualifications and experience equal to or better than the individual(s) originally proposed or currently assigned.

The contractor shall forward a request to substitute staff to the State's Contract Manager for consideration and approval. No substitute personnel are authorized to begin work until the contractor has received written approval to proceed from the State Project Manager.

5.11 Substitutions or Addition of Subcontractor(s)

This Subsection serves to supplement but not to supersede Section 3.11 of the Standard Terms and Conditions of this RFP.

If it becomes necessary for the contractor to substitute and/or add a subcontractor, the contractor will identify the proposed new subcontractor and the work to be performed. The contractor must provide detailed justification documenting the necessity for the substitution or addition.

The contractor must provide detailed resumes of the proposed subcontractor's management, supervisory and other key personnel that demonstrate knowledge, ability, and experience relevant to that part of the work, which the subcontractor is to undertake.

In the event a subcontractor is proposed as a substitution, the proposed subcontractor must equal or exceed the qualifications and experience of the subcontractor being replaced. In the event the subcontractor is proposed as an addition, the proposed subcontractor's qualifications and experience must equal or exceed that of similar personnel proposed by the contractor in its bid proposal.

The contractor shall forward a written request to substitute or add a subcontractor to the State Project Manager for consideration. If the State Project Manager approves the request, the State Project Manager will forward the request to the Director for final approval.

No substituted or additional subcontractors are authorized to begin work until the contractor has received written approval from the Director.

5.12 Ownership of Material

All data, technical information, materials gathered, originated, developed, prepared, used or

obtained in the performance of the contract, including, but not limited to, all reports, surveys, plans, charts, literature, brochures, mailings, recordings (video and/or audio), pictures, drawings, analyses, graphic representations, software computer programs and accompanying documentation and print-outs, notes and memoranda, written procedures and documents, regardless of the state of completion, which are prepared for or are a result of the services required under this contract shall be and remain the property of the State of New Jersey and shall be delivered to the State of New Jersey upon 30 days notice by the State. With respect to software computer programs and/or source codes developed for the State, the work shall be considered "work for hire", i.e., the State, not the contractor or subcontractor, shall have full and complete ownership of all software computer programs and/or source codes developed.

The State shall have a perpetual, nonexclusive, paid up, irrevocable, worldwide right and license to use any proprietary software that is part of the system. The Contractor must identify any proprietary software that is part of its proposal.

With respect to intellectual property rights in Contract deliverables derived from modifications or customizations to the Contractor's or a subcontractor's pre-existing work, i.e., "derivative works", the Contractor or subcontractor shall have and retain all ownership in and to such derivative works subject to the following:

(a) Upon written acceptance by the State of any module that the derivative work is part, the State shall be granted by the Contractor or the subcontractor having ownership in the derivative work a perpetual, nonexclusive, paid up, irrevocable, worldwide right and license to use such derivative work for any State purpose, whatsoever.

(b) As part of the State's perpetual license, the State shall, at its sole option, receive upgrades and support free of charge.

(c) The Contractor or subcontractor, as the case may be, is subject to an Escrow Agreement in which the Contractor or subcontractor and the State will establish an escrow with an independent agent or the State may act in its sole option as its own escrow agent, who will provide for the retention, administration, and controlled access of the original and derivative work. Any fees associated with the deposit of proprietary software with an independent agent shall be the Contractor's sole responsibility. This agreement shall be supplementary to all license agreements and shall be subject to the review and approval by the State. A sample of this agreement is available for review in the document review room.

(d) Under the following circumstances, the State shall automatically be permitted access to the source code of any proprietary software and/or derivative work of the Contractor and/or subcontractors:

(1) Contractor/subcontractor becomes insolvent or generally fails to pay, or admits in writing its inability to pay its debts as they become due; or

(2) Contractor/subcontractor applies for or consents to the appointment of a trustee, receiver or other custodian for Contractor/subcontractors, or makes a general assignment for the benefit of its creditors; or

(3) Any bankruptcy, reorganization, debt arrangement, or other case or proceeding under any bankruptcy or insolvency law, or any dissolution or liquidation proceedings commenced by or against Contractor/subcontractor, and if such case or proceeding is not commenced by Contractor/subcontractor, it is acquiesced in or remains undismissed for sixty days (60) days; or

(4) Contractor/subcontractor ceases to do business, and/or ceases to perform, support and maintain the licensed system, the Escrow Agreement or any other applicable agreement with Licensee or the State; or

(5) The Contract is terminated for any reason, prior to the normal expiration dates as are set forth in the Contract; or the portion of the Contract pertaining to the operation and maintenance of an accurate data collection and communication network is terminated for any reason; or

(6) The Contractor fails to pay any fee of the Escrow Agent; or

(7) Contractor/subcontractor takes any corporate or other action to authorize or in furtherance of any of the foregoing.

(e) Contractor/subcontractor grants the State, its successors and assigns, an irrevocable, nonexclusive, paid-up right and license to use, execute, reproduce, display, perform, maintain, support, upgrade and modify the license system, and distribute the same internally, and to prepare derivative works based on the licensed system, exclusively for the operation of the New Jersey Department of Transportation or what is otherwise necessary for the fulfillment of licensee's obligation under its Contract/subcontract, following the occurrence of an Event of Default. Licensee or the State may engage the services of third parties to enable their access to the benefits of the license granted herein. The provisions of the Section shall survive the termination of this Escrow Agreement following the occurrence of an Event of Default.

(f) The Contractor shall include this Section 5.11 in its entirety as part of all subcontracts entered into in furtherance of the Contractor's obligations hereunder.

5.13 Data Confidentiality

All financial, statistical, personnel and/or technical data supplied by the State to the contractor are confidential. The contractor is required to use reasonable care to protect the confidentiality of such data. Any use, sale or offering of this data in any form by the contractor, or any individual or entity in the contractor's charge or employ, will be considered a violation of this contract and may result in contract termination and the contractor's suspension or debarment from State contracting. In addition, such conduct may be reported to the State Attorney General for possible criminal prosecution.

5.14 News Releases

The contractor is not permitted to issue news releases pertaining to any aspect of the services being provided under this contract without the prior written consent of the Director.

5.15 Advertising

The contractor shall not use the State's name, logos, images, or any data or results arising from this contract as a part of any commercial advertising without first obtaining the prior written consent of the Director.

5.16 Licenses and Permits

The contractor shall obtain and maintain in full force and effect all required licenses, permits, and authorizations necessary to perform this contract. The contractor shall supply the State's Contract Manager with evidence of all such licenses, permits, and authorizations. This evidence shall be submitted subsequent to the contract award. All costs associated with any such licenses, permits and authorizations must be considered by the bidder in its bid proposal.

5.17 Claims and Remedies

5.17.1 Claims

The following shall govern claims made by the contractor regarding contract award rescission, contract interpretation, contractor performance and/or suspension or termination.

Final decisions concerning all disputes relating to contract award rescission, contract interpretation, contractor performance and/or contract reduction, suspension or termination are to be made in a manner consistent with N.J.A.C. 17:12-1.1, et seq. The Director's final decision shall be deemed a final agency action reviewable by the Superior Court of New Jersey, Appellate Division.

All claims asserted against the State by the contractor shall be subject to the New Jersey Tort Claims Act, N.J.S.A. 59:1-1, et seq., and/or the New Jersey Contractual Liability Act, N.J.S.A. 59:13-1, et seq. However, any claim against the State relating to a final decision by the Director regarding contract award rescission, contract interpretation, contractor performance and/or contract reduction, suspension or termination shall not accrue, and the time period for performing any act required by N.J.S.A. 59:8-8 or 59:13-5 shall not commence, until a decision is rendered by the Superior Court of New Jersey, Appellate Division (or by the Supreme Court of New Jersey, if appealed) that such final decision by the Director was improper.

5.17.2 Remedies

Nothing in the contract shall be construed to be a waiver by the State of any warranty, expressed

or implied, or any remedy at law or equity, except as specifically and expressly stated in a writing executed by the Director.

5.18 Late Delivery

The contractor must immediately advise the State Project Manager of any circumstance or event that could result in late completion of any task or subtask called for to be completed on a date certain. Notification must also be provided to the Director at the address below:

The State of New Jersey
Director, Division of Purchase and Property
Purchase Bureau
PO Box 230
33 West State St.
Trenton, New Jersey 08625-0230

If the contractor cannot meet the contract completion date for any task or subtask required to be completed by a date certain, the contractor shall be liable to the State to the sum of $500.00 per workday, that such task, subtask, or work remains incomplete following it's contractually agreed upon completion date. Such sum shall be treated as liquidated damages and not as penalty.

5.19 State's Option to Reduce Scope of Work

The State has the option, in its sole discretion, to reduce the scope of work for any task or subtask called for under this contract. In such an event, the Director shall provide advance written notice to the contractor.

Upon receipt of such written notice, the contractor will submit, within five (5) working days to the Director and the State Project Manager, an itemization of the work effort already completed by task or subtask. The contractor shall be compensated for such work effort according to the applicable portions of its cost proposal.

5.20 Suspension of Work

The State Project Manager may, for valid reason, issue a stop order directing the contractor to suspend work under the contract for a specific time. The contractor shall be paid until the effective date of the stop order. The contractor shall resume work upon the date specified in the stop order, or upon such other date as the State Contract Manager may thereafter direct in writing. The period of suspension shall be deemed added to the contractor's approved schedule of performance. The Director and the contractor shall negotiate an equitable adjustment, if any, to the contract price.

5.21 Changes in Law

Whenever an unforeseen change in applicable law or regulation affects the services that are the subject of this contract, the contractor shall advise the State Project Manager and the Director in writing and include in such written transmittal any estimated increase or decrease in the cost of its performance of the services as a result of such change in law or regulation. The Director and the contractor shall negotiate an equitable adjustment, if any, to the contract price.

5.22 Additional Work and/or Special Projects

The contractor shall not begin performing any additional work or special projects without first obtaining written approval from both the State Project Manager and the Director.

In the event of additional work and/or special projects, the contractor must present a written proposal to perform the additional work to the State Project Manager. The proposal should provide justification for the necessity of the additional work. The relationship between the additional work and the base contract work must be clearly established by the contractor in its proposal.

The contractor's written proposal must provide a detailed description of the work to be performed broken down by task and subtask. The proposal should also contain details on the level of effort, including hours, labor categories, etc., necessary to complete the additional work.

The written proposal must detail the cost necessary to complete the additional work in a manner consistent with the contract. The written cost proposal must be based upon the hourly rates, unit costs, or other cost elements submitted by the contractor in the contractor's original bid proposal submitted in response to this RFP. Whenever possible, the cost proposal should be a firm, fixed cost to perform the required work. The firm fixed price should specifically reference and be tied directly to costs submitted by the contractor in its original bid proposal. A payment schedule, tied to successful completion of tasks and subtasks, must be included.

Upon receipt and approval of the contractor's written proposal, the State Project Manager shall forward it to the Director for the Director's written approval. Complete documentation from the Using Agency, confirming the need for the additional work, must be submitted. Documentation forwarded by the State Project Manager to the Director must include all other required State approvals, such as those that may be required from the State of New Jersey's Office of Management and Budget (OMB) and Office of Information and Technology (OIT).

No additional work and/or special project may commence without the Director's written approval. In the event the contractor proceeds with additional work and/or special projects without the Director's written approval, it shall be at the contractor's sole risk. The State shall be under no obligation to pay for work done without the Director's written approval.

5.23 Form of Compensation and Payment

This Section supplements Section 4.5 of the RFP'S Standard Terms and Conditions. The contractor must submit official State invoice forms to the Using Agency with supporting documentation evidencing that work for which payment is sought has been satisfactorily completed. When applicable, invoices should reference the appropriate RFP price sheet line number from the contractor's bid proposal. All invoices must be approved by the State Project

Manager before payment will be authorized.

Invoices must also be submitted for any special projects, additional work or other items properly authorized and satisfactorily completed under the contract. Invoices shall be submitted according to the payment schedule agreed upon when the work was authorized and approved. Payment can only be made for work when it has received all required written approvals and has been satisfactorily completed.

Payment to Contractor - Optional Method

The State of New Jersey now offers State contractors the opportunity to be paid through the VISA procurement card (p-card). A contractor's acceptance and a State agency's use of the p-card, however, are optional.

P-card transactions do not require the submission of either a contractor invoice or a State payment voucher. Purchasing transactions using the p-card will usually result in payment to a contractor in three days.

A contractor should take note that there will be a transaction-processing fee for each p-card transaction. To participate, a contractor must be capable of accepting the VISA card. Additional information can be obtained from banks or merchant service companies.

5.24 Contract Activity Report

In conjunction with the standard record keeping requirements of this contract, as listed in paragraph 3.19 of this RFP'S standard terms and conditions, contractor(s) must provide, on a calendar quarter basis, to the Purchase Bureau buyer assigned, a record of all purchases made under their contract award resulting from this Request for Proposal. This includes purchases made by all using agencies including the State and political sub-divisions thereof. This reporting requirement includes sales to State using agencies and, if permitted under the terms of the contract, sales to counties, municipalities, school districts, volunteer fire departments, first aid squads and rescue squads, and independent institutions of higher education. The requirement also includes sales to State and County Colleges and Quasi-State Agencies. Quasi-State Agencies include any agency, commission, board, authority or other such governmental entity, which is established and is allocated to a State department or any bi-state governmental entity of which the State of New Jersey is a member.

This information must be provided in a tabular format such that an analysis can be made to determine the following:

*Contractor's total sales volume under contract, subtotaled by product.

*Contractor's total sales volume to each purchaser under the contract, subtotaled by product, including, if applicable, catalog number and description, price list with appropriate page reference and/or contract discount applied.

Submission of purchase orders, confirmations, and/or invoices do not fulfill this contract requirement for information.

Contractors are strongly encouraged to submit the required information in electronic spreadsheet format. The Purchase Bureau uses Microsoft Excel.

Failure to report this mandated information will be a factor in future award decisions.

6 PROPOSAL EVALUATION/CONTRACT AWARD

6.1 Proposal Evaluation Committee

Proposals may be evaluated by an Evaluation Committee composed of members of affected departments and agencies together with representative(s) from the Purchase Bureau. Representatives from other governmental agencies may also serve on the Evaluation Committee. On occasion, the Evaluation Committee may choose to make use of the expertise of an outside consultant in an advisory role.

6.2 Oral Presentation and/or Clarification of Proposal

A bidder may be required to give an oral presentation to the Evaluation Committee concerning its bid proposal. The Evaluation Committee may also require a bidder to submit written responses to questions regarding its proposal.

The purpose of such communication with a bidder, either through an oral presentation or a letter of clarification, is to provide an opportunity for the bidder to clarify or elaborate on its bid proposal. Original bid proposals submitted, however, cannot be supplemented, changed, or corrected in any way. No comments regarding other bid proposals are permitted. Bidders may not attend presentations made by their competitors.

It is within the Evaluation Committee's discretion whether to require a bidder to give an oral presentation or require a bidder to submit written responses to questions regarding its proposal. Action by the Evaluation Committee in this regard should not be construed to imply acceptance or rejection of a proposal. The Purchase Bureau buyer will be the sole point of contact regarding any request for an oral presentation or clarification.

6.3 Evaluation Criteria

The following evaluation criteria categories, not necessarily listed in order of significance, will be used to evaluate bid proposals received in response to this RFP. The evaluation criteria categories may be used to develop more detailed evaluation criteria to be used in the evaluation process:

The bidder's general approach and plans in meeting the requirements of this RFP.

The bidder's detailed approach and plans to perform the services required by the Scope of Work Section of this RFP. This shall include the proposed project schedule and its ability to meet the required implementation date of January 1, 2003.

The bidder's documented experience in successfully completing contracts of a similar size and scope to those required by this RFP.

The qualifications and experience of the bidder's management, supervisory or other key personnel assigned to the contract, with emphasis on documented experience in successfully completing work on contracts of similar size and scope to those required by this RFP.

The overall ability of the bidder to mobilize, undertake and successfully complete the contract. This judgment will include, but not be limited to the following factors: the number and qualifications of management, supervisory and other staff proposed by the bidder to complete the contract, the availability and commitment to the contract, of the bidder's management, supervisory and other staff proposed, and the bidder's contract management plan, including the bidder's contract organizational chart.

6.4 Contract Award

The contract shall be awarded with reasonable promptness by written notice to that responsible bidder whose bid, conforming to the invitation for bids, will be most advantageous to the State, price and other factors considered. Any or all bids may be rejected when the State Treasurer or the Director of the Division of Purchase and Property determines that it is in the public interest so to do.

7 PRICE SHEET(S) AND SUPPORTING DETAIL

The Bidder must provide firm fixed pricing as specified below. The price as proposed for each category must be an all inclusive, firm, fixed lump sum cost.

7.1 Digitized Driver License (DDL) Pricing

In the spaces provided the Bidder must fill in the Cost portion of its bid with the cost projected on a per document bases for the term of the contract.

	Per Document Cost*	
Calendar 2003	$	
Calendar 2004	$	
Calendar 2005	$	
Calendar 2006	$	
Calendar 2007	$	

*Postage shall be paid by the contractor; and will then be reimbursed by the State, to the contractor, at cost. The contractor shall submit, monthly, a separate invoice to the State's project manager for reimbursement of postage. The reimbursement for postage shall be a straight pass-through reimbursement under contract. No up charge, fee or profit can be added to the actual postage cost. The contractor must include with each invoice all required original documents, including postal receipts, and so forth needed to prove actual costs incurred. Two (2) weeks following the end of each three (3) month contract period, the contractor must give a reimbursement reconciliation statement to the State's Project Manager. The reconciliation statement must accurately and completely reconcile the number of licenses produced, mailed and invoiced to the State over the three (3) month period with the postage reimbursement claims for that same period.

7.2 Hourly Rates (Outside the Scope of this Project)

Bidders should provide in this section all-inclusive; loaded, firm fixed hourly rates for the labor categories below and any other labor categories you wish to add. Costs provided must be for one (1) hour.

	Hourly Rate	
Project Manager	$	
Database Analyst	$	
Systems Analyst	$	
Infrastructure Analyst	$	
QA Analyst	$	
Testing Analyst	$	
Application Developer	$	
Technical Writer	$	
Administrative Assistant	$	
Trainer	$	
	$	
	$	
	$	
	$	
	$	
	$	
	$	

7.3 Implementation and On-Going Production Cost Sheet

Bidders should provide in this section the total, all inclusive, firm fixed cost for the categories listed below. This cost is required to give the State an indication of the Cost Components for this project to be implemented. Additionally the same information should be provided for production costs for the first full year after implementation. Any additional cost totals can be provided in the blank spaces below:

7.3.1 Implementation Costs

Total Implementation Cost	$	

Hardware	$	
Facilities	$	
Materials	$	
Supplies	$	
Implementation Services	$	
Other (Specify)	$	
	$	
	$	
	$	
	$	

7.3.2 On-Going Production Costs for First full year

Total On-Going Production Cost	$	

Hardware	$	
Facilities	$	
Materials	$	
Supplies	$	
Other (Specify)	$	
	$	
	$	
	$	
	$	
	$	

8 ATTACHMENTS

This section contains the following attachments:

- Acronyms
- Garden State Network Diagram
- Garden State Network Document
- Predictive Testing Document
- OIT Program Listing
- Typical MVS Agency System Diagram
- OIT Data Center Services Hardware Profile
- OIT Technical Guidelines
- Motor Vehicle Agency Listing
- Image Retrieval Workstation (IRW) Volume Projection
- Projected New Jersey Driver License Renewals
- New Jersey Driver License Data for Non-Renewal Activity
- Agency System Conceptual Design Data Flow
- Digitized Driver License Customer Business Flow Diagrams
- Sample Permit/License Documents
- OIT Technical Guidelines

ACRONYMS

ANSI: American National Standard Institute

CCIP: Central Card Issuing Printer

CCS: Contractor's Central System

CDL: Commercial Driver Licenses

COTS: Commercial Off the Shelf

OTCCIS: Over the counter Card Issuing System(s)

DES: Data Encryption Standards

DL: Driver License

DTLIS: De-central Temporary License Issuing System

GDL: Graduated Drivers License

GSN: Garden State Network

ICS: Image Capturing System(s)

ID: Identification

IRW: Image Retrieval Workstation(s)

MDR: Multiple Driver Resolution

MVS: New Jersey Motor Vehicle Services

MVS AS: Motor Vehicle Services' Agency System(s)

MVS CS: Motor Vehicle Services' Comprehensive System (Mainframe)

MWP: Master Work Plan

NJDL: New Jersey Driver License

NJSP: New Jersey State Police

OIT: State of New Jersey Office of Information Technology

PDF-417: Bar-Code Standards

RFP: Request for Proposal

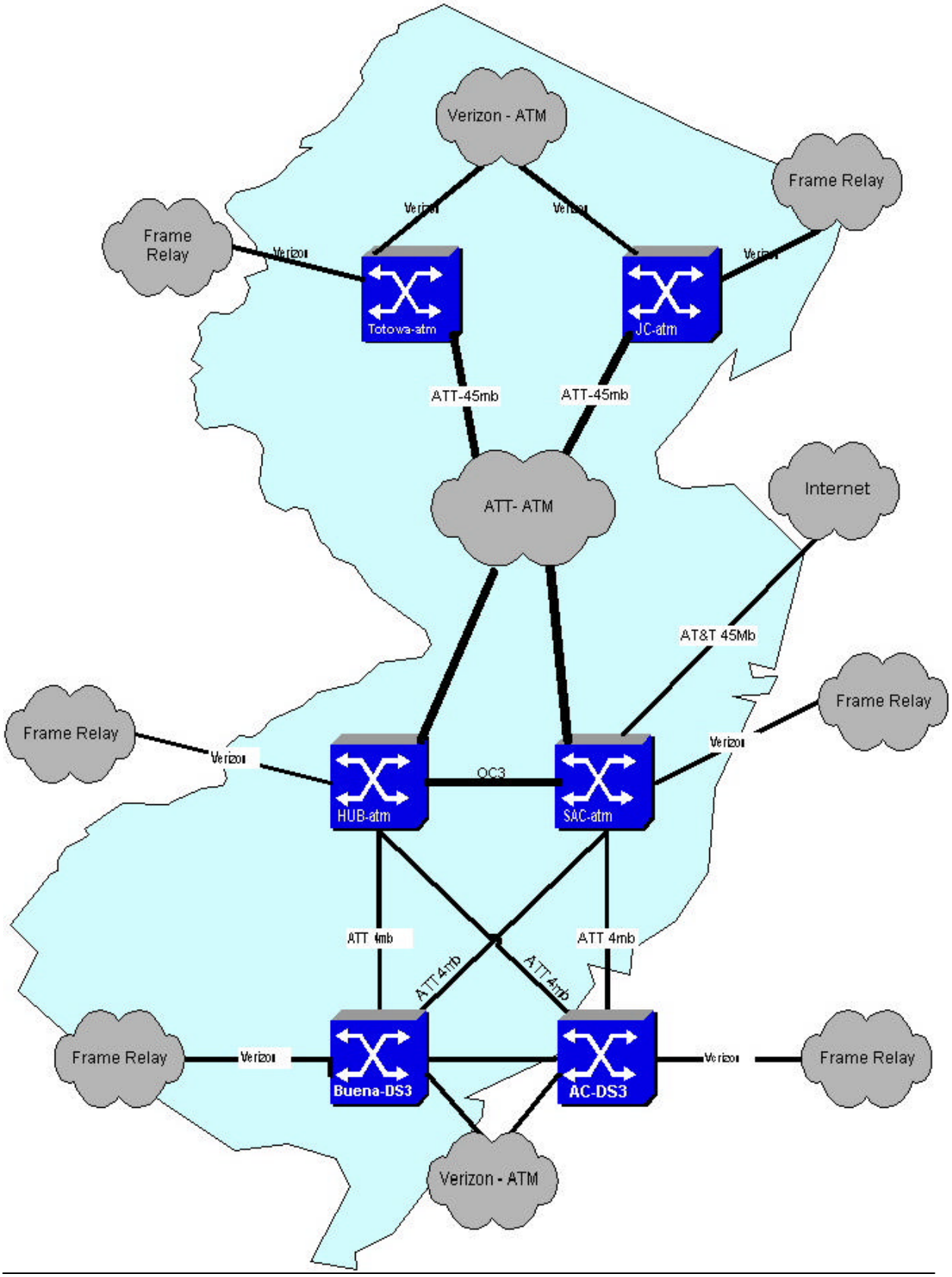
RSC: Regional Service Center

SIR: State Image Repository

UL: Underwriter Laboratories

UPS: Un-interruptible Power Supply

ATM Backbone Network



Garden State Network

The Division of Motor Vehicles utilizes the Garden State Network (GSN) as its connection method between Agency, Regional and Headquarter locations to communicate with the OIT supported mainframes and applications. This mainframe will also store the image databases.

The GSN is constantly evolving with network initiatives and upgrades. Redesign and upgrade of the communications network to accommodate new or enhanced installations is occurring in conjunction with OIT Telecommunication's personnel.

The GSN provides wide area connectivity for the LAN; mini-computer and mainframe based systems of all agencies in the executive and judicial branches of New Jersey State Government. It is designed, administered and maintained by the Office of Information Technology (OIT).

The main node facilities, which are located in Jersey City/Totowa, Atlantic City/Buena Vista, and Trenton, interconnect to form a statewide backbone network. The backbone current communications are ATM, fiber, T-1 and T-3 based. The backbone is designed with multiple paths to increase service reliability and availability in the event of a failure.

The main node locations were selected to match geographical boundaries (Local Access Transport Area's or LATA's) as defined by the Telecommunications Act of 1984. Intra-LATA circuits access concentration points in Jersey City and Totowa (North Jersey), Atlantic City and Buena Vista (Atlantic Coastal), and Trenton (Delaware Valley). Each Northern agency location site pipes into the Northern LATA, each Southern agency location site pipes into the Atlantic Coastal LATA and each Central agency location pipes into the Delaware Valley LATA. The individual agency locations connect to their central node primarily with T-1 ATM, frame relay, or point-to-point services.

Multi-protocol support for wide area LAN interconnections is provided using Cisco routers running IP, IPX, Decnet and Banyan Vines. IBM mainframe connections are enabled using distributed front-end processors for leased line and token ring SNA users. Ethernet, SNA and TN3270 gateways are also available.

Department Novell, for SAA gateways are implemented in the data centers. Enterprise servers currently offer TN3270 access through IBM 3172 interconnect controllers.

The IBM mainframe network is connected to numerous non-State entities, including Advantis. BULL/HN mainframe connections also use a distributed front-end processor infrastructure.

(1) Garden State Network Description

For Motor Vehicle Services telecommunications, the State currently employs the Garden State Network (GSN), which is managed and supported by OIT. It is available statewide to meet the needs of agencies for dedicated and switched services in support of centralized and distributed data processing applications resident in mainframe, mini-computer, local area network (LAN) and personal computer environments. All major applications (e.g.-Criminal Justice, Social Services, Education, Human Resource, Payroll, Lottery, Transportation, Accounting, Purchasing,

Employment Services, etc.) use the GSN. It serves over 45,000 users and handles 1.4 billion transactions yearly.

The GSN is administered from the OIT Network Control Center (NCC), which is housed in a secure, UPS and Halon protected environment on the New Jersey State Police Headquarters reservation in West Trenton NJ. It operates twenty-four hours a day, seven days a week. All GSN administrative support systems are provided via the NCC. These systems include: Help Desk service; problem; change and performance management; installation services, and maintenance services. NCC personnel dispatch state and vendor repair technicians. The NCC is accessible via a hot line number. (1-800-NCC-Help). Escalation and notification procedures exist to forward calls to second and third level help facilities both within OIT and client agencies when required. Historically, resident NCC staff resolves over 87% of all calls internally. The remainder is fixed by vendor, OIT Client Services, OIT Technical Services or client agency staff. The recording and tracking of all problems, through resolution, is a service of the NCC.

The GSN uses protocol-transparent technology and accommodates most popular transmission protocols (e.g.-IBM, SNA, BULL HN DSA, TCP/IP, LAT, XNS, Novell Banyan, AppleTalk and X.25). IEEE 802.3 and IEEE 802.5 LAN protocols are widespread. The Wide Area Network (WAN) backbone uses Racal-Miglo series 9000 network processors and Cisco routers. Migration to CISCO IGX Multiplexers will occur in calendar year 2000-2001.

OIT has adopted the TCP/IP family of protocols as the standard network protocol across all State Infrastructure and computing platforms. The adoption of the TCP/IP protocol suite as the standard communication protocol for the State promotes technical compatibility and efficient use of the available data transport resources.

Network management is effected through AT&T Comsphere, Racal-Milgo Network Management, SunNet Manager, CISCOWorks2000, Hewlett-Packard Open View and IBM Tivoli Systems.

The GSN is implemented using publicly available transmission services including dedicated DS3, DS1, digital sub-rate and switched services including POTS, frame relay 700, 800 and 900 telephone numbers. Many locations in the GSN have been converted from digital sub-rate to Frame Relay service in the last few years. New networks are including Frame Relay, ISDN and Asynchronous Transfer Mode (ATM) services. The major service providers at this time are Verizon and AT&T.

The predominant protocols for existing New Jersey Motor Vehicle Services (MVS) mainframe application systems are IBM/3270 and IBM LU6.2. MVS is moving to TCP/IP protocol using MQSeries Middleware beginning July 2001. New applications requiring access to MVS systems must use these protocols.

(2) System Communications

The Contractor must specify and fully describe the network in terms of communication equipment (e.g. routers, modems, etc.), lines and computers in the proposed system. All design and implementation specifications required to, build, manage, maintain, support and implement the network must be detailed.

The Contractor must provide the cabling requirements, configuration and protocol requirements of the Contractor's proposed equipment to be connected to the GSN. The Contractor must specify all network components required to satisfy the maximum availability requirements.

The OIT Network Control Center (NCC) is the sole contact for all network problems in the GSN. The NCC's responsibility extends to the GSN equipment, which connects the State Host to the Contractor's Host. The Contractor shall work with the NCC to resolve all network problems.

The Contractor must provide a telecommunications configuration with an optimum number of devices per circuit able to handle transmission and processing loads at peak time periods during each and every day.

The proposed system must maximize the availability of all locations (nodes) throughout the State. The communications facilities design must include complete monitoring, redundancy and security features.

The Contractor shall resolve unscheduled communications outages by working with its own maintenance staff, telecommunications vendors and OIT.

The Contractor shall record and track all problems through to resolution. Detailed reports of the status of all problems must be provided monthly or when requested by the State.

(3) DMV Network – Current Design

The DMV network currently has installed a 64KB Frame Relay circuit, DSU and a Cisco router at each Agency location to accommodate all communications traffic to the GSN. These sites cascade back to a GSN county router, a CISCO 7000 class device over a T-1 Frame Relay link. The county routers than connect to one of three core locations in each LATA. Core locations are interconnected to the OIT mainframe complex at State Police Headquarters through multiple point to point T-1 and T-3 circuits. Each route has one ethernet connection and two serial connections for use to connect to the GSN. The sites are also backed up with an ISDN dial back connection in case of a Frame Relay or other major GSN failure.

Alternatives to the router configuration and/or the bandwidth, specified and justified by the Contractor, will be reviewed by the State.

The Contractor must provide the cabling, configuration and bandwidth requirements of the Contractor's proposed equipment to be connected to the GSN. The Contractor must specify all network components required to satisfy maximum availability requirements. The Contractors system must communicate over the GSN using TCP/IP.

The OIT Network Control Center (NCC) is the sole contact for all network problems in the GSN. The NCC's responsibility extends to the GSN router and CSU/DSU's that connects the Agencies to the GSN.

Predictive Testing Environment

The goal of predictive application testing is to assess the behavior of applications before they are deployed into a production environment. The predictive assessment results will be measured against client response time expectations (see *Appendix L – Business Requirements and Response Forms* for the required response time requirements) and will provide the system implementation team with an end-user and server perspective as to the performance, availability and capacity metrics of the integrated application(s).

As part of the predictive testing environment, the Contractor is required to prototype/baseline the integrated applications/transactions from a sampling of client locations. Using performance assessment methodologies, the Contractor's solution implementation team working with State staff will baseline the performance characteristics of the applications using various client topologies to gauge real-world *End-to-End* response times.

Network Centric Prototyping

Network Centric Prototyping is defined as a methodology for determining the potential impact and performance characteristics that an integrated software application and/or transaction will exhibit in diverse networking environments.

During the project, the Contractor must provide a detailed plan for prototyping the application software. The prototyping process will apply to all solution processes whether the applications are designated for implementation "with or without" modification according to the requirements outlined in this Request for Proposal. The State will view the application prototyping process in two stages, pre-implementation and post-implementation. For those integrated software applications and transactions that must undergo modifications in order to comply with the State's business functional requirements, the Contractor is required to employ Response Time Prediction and Performance Assessment tools during the development life-cycle and systems-testing phases of the project. For those application modules that will be implemented without modification, a Performance Assessment and Response Time Analysis will be performed before the modules are implemented in the production network environment. The CompuWare products, Application Vantage and Application Expert, have been acquired by the State in order to provide predictive tuning and performance management services for its in-house development staff and its agency information technology partners. The Contractor must identify how this product or similar product sets will be used to predict and simulate the behavior of the integrated software applications. The predictive simulations will be based upon comparisons of varying network climates. These climates include various Bandwidth, Latency, and Background Traffic conditions.

Post Implementation Performance Testing

The Contractor will be required to participate in a post implementation performance assessment. The post implementation performance assessment will require the deployment of "smart agent" technologies to monitor the "end to end" performance of the system's applications and transactions in a real-time production environment. This phase will enable both the Contractor and the State's personnel to verify that the installed software is operating efficiently and in accordance to the predictability assessments performed during the pre-deployment prototyping phase. The deployment

of the "smart agents" will enable the State's network personnel to detect any "real time" degradation in network utility that can be attributed to the initial software implementation, the increase of network traffic due to an expanding end-user base or unacceptable server throughput and/or placement.

System Testing and User Acceptance Testing

The vendor must define the system testing methodology in the proposed solution. All components required for the system test environment must be clearly stated. The vendor must detail the State's expected involvement in the system test process. Any phased approach to testing must be fully explained.

System Administration and Monitoring

The responding vendor must provide specific information as to how the proposed hardware and software components will integrate with the installed base of infrastructure monitoring systems. The proposed hardware solution must be compatible with the monitoring and administration capabilities of the Tivoli Netview Server and Event Console. The responding vendors must also include their strategy for application and system hardware components monitoring. The application solution may be based upon DBMS vendor supplied monitoring facilities and/or may be provided by a Tivoli provided technology such as it's Distributed Monitoring "adapter based" facilities.

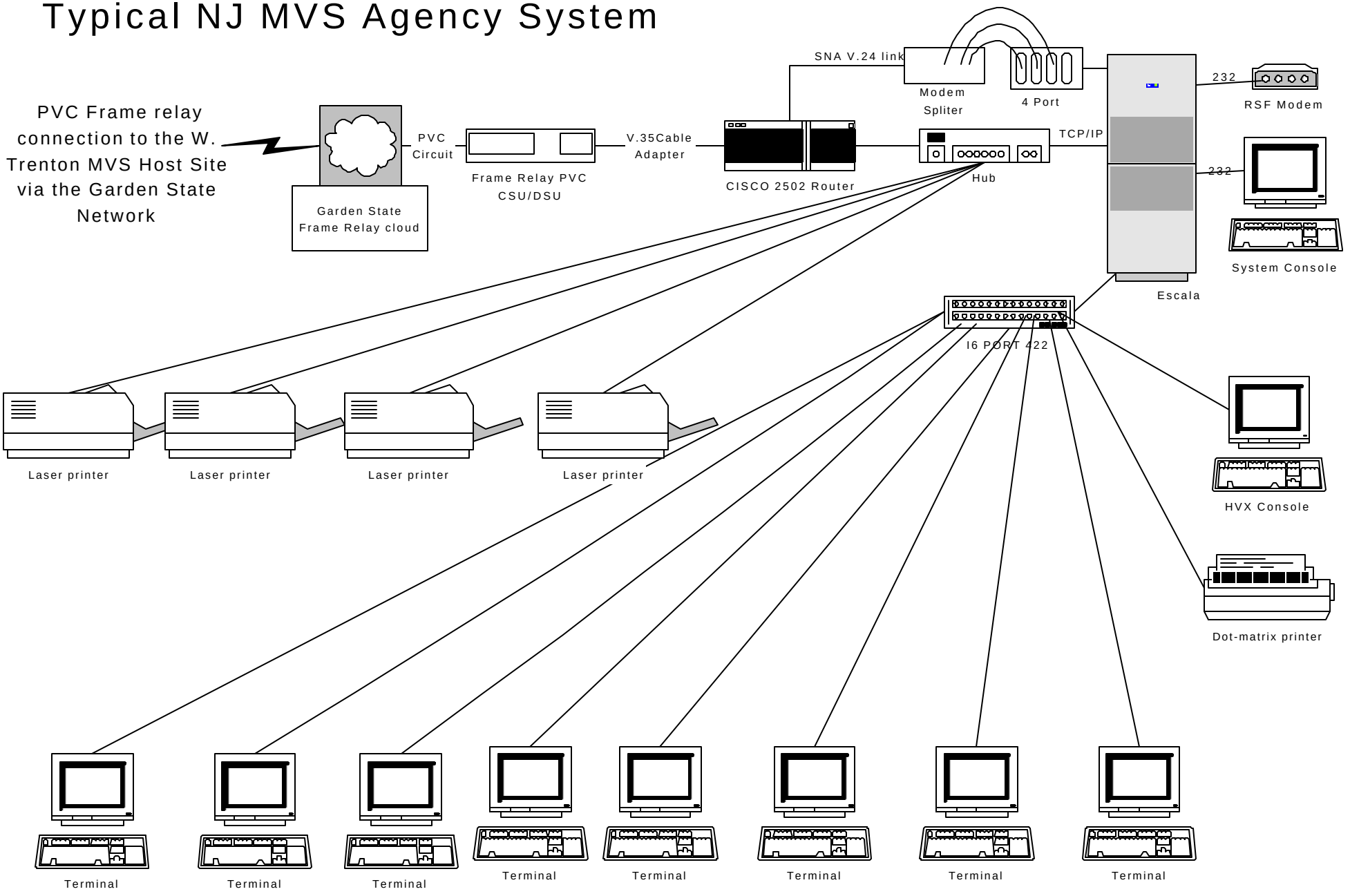
Application Performance Metrics and Management

Vendors responding must provide a performance baseline for each application. A performance baseline is defined as data specifically relating to the numbers and types of transactions (i.e. get, add, view, etc) and the volumes of data transmitted across the infrastructure. The performance baseline data must be presented in a matrix format listing each vendor's application category and the transactional volumes and total numbers of bytes of data transmitted between application targets. The State of New Jersey recognizes that an accurate assessment of a "total number of bytes transmitted by an application function may be difficult to supply. The vendor may submit a range of values based upon estimated numbers of data record "hits" per transaction. A transactional volume is defined as the total number of data transmits between a client and server in a two tier implementation or between client and server and between application, Web or database servers in a three tier implementation architecture.

OIT PROGRAMS

Program	Type	Location	Program Description
AAGTL400	ONLINE		CICS AGENCY INTERFACE TRAFFIC COP
AAGTL51	ONLINE		CICS LICENSE INQUIRY UPDATE PROCESS
AAGTL520	ONLINE		CICS LICENSE UPDATE PROCESSING
AAGTL521	ONLINE		CICS LICENSE VOID PROCESSING

Typical NJ MVS Agency System



Office of Information Technology
Data Center Services
Hardware Profile

Office of Information Technology
Data Center Services
Hardware Profile

Central Processors							
Vendor/Model	**MIPS**	**Storage**		**Channels**		**River Road (RRDC)**	**HUB/BULL (HBDC)**
		Central MB	**Expanded** MB	**Escon**	**Parallel**		
International Business Machines (IBM)							
IBM 9672-R46 (CPUA-46449)	447	6016	2176	136	18	1	
IBM 9672-R46 (CPUB-46448)	447	6400	1792	136	18	1	
Honeywell BULL (HB)							
BULL DPS 9000/754-2	240	1024	n/a	8	78		1
TOTALS	**1134**	**13,440**	**3,968**	**280**	**114**	**2**	**1**

MB = Megabytes
MIPS = Million Instructions Per Second

Office of Information Technology
Data Center Services
Hardware Profile

Direct Access Storage Devices (DASD)			
Vendor/Model	**Gigabytes (GB)/ Unit**	**River Road GB**	**HUB/BULL GB**
International Business Machines (IBM)			
IBM 9392-B33 (800, C80)	22.7	613.0	
IBM 9392-B23 (900)	11.35	79.5	
IBM 3390-A38 (C60)	22.7	45.5	
IBM 3390-B3C (C00)	34.0	68.0	
Hitachi Data Systems (HDS)			
HDS 7700 A00	22.67	317.5	
HDS 7700 A80	22.67	317.5	
HDS 7700 (6200)	22.67	828.0	
HDS 7700 (600)	22.67	635.7	
HDS 7700 (6000)	22.67	68	
HDS 7700 (6100)	22.67	204	
HDS 7700 (B00)	22.67	408	
HDS 7693-32 (780)	90.8	181.5	
HDS 7970-6 (SCD)	1.0	2	
EMC Corporation (EMC)			
EMC 5400	1.95		218.2
EMC 5300 (Y2K)	1.95		211.2
EMC 5200	1.95		109.1
TOTALS		**3768.2**	**538.5**

Office of Information Technology
Data Center Services
Hardware Profile

DASD CONTROLLERS			
Vendor/Model	**Cache/NVS**	**River Road (RRDC)**	**HUB/BULL (HBDC)**
International Business Machines (IBM)			
IBM 9390-002	1.5gb/64MB	1	
IBM 3990-6	512MB/16MB	1	
IBM 3990-J03	64MB/4MB	1	
Hitachi Data Systems (HDS)			
HDS 7690-6	768MB/48MB	1	
HDS 7700 (Integrated w/DASD)	2.5GB	3	
HDS 7700 (Integrated w/DASD)	2GB	2	
HDS 7700 (Integrated w/DASD)	4GB	1	
EMC Corporation (EMC)			
EMC 5400 (Integrated w/DASD)			1
EMC 5300 (Integrated w/DASD)			1
EMC 5200 (Integrated w/DASD)			1
TOTALS		**10**	**3**

Office of Information Technology
Data Center Services
Hardware Profile

CARTRIDGE/TAPE DEVICES			
Vendor/Model	**River Road (RRDC)**	**HUB/IBM (HBDC)**	**HUB/BULL (HBDC)**
	Units	**Units**	**Units**
International Business Machines (IBM)			
IBM 3420-8		2/2*	
Memorex (MEM)			
Memorex 3288		4/4*	
Storage Technology (STK)			
STK 4480-M22		2/4*	8/16*
STK CTU6002			4/8*
STK-4480-M24			2/8*
STK 4490-M32		2/4*	
STK 4490-M34	3/12	7/28*	
STK 9490-M32		8/16*	
STK 9490-M34	2/8*	8/16*	
Honeywell BULL (HB)			
HB MSU8200			3/3*
TOTALS	**5/20**	**33/74**	**17/35**

***** The specified numbers describe units/transports

Office of Information Technology
Data Center Services
Hardware Profile

TAPE CONTROLLERS			
Vendor/Model	**River Road (RRDC)**	**HUB/IBM (HBDC)**	**HUB/BULL (HBDC)**
International Business Machines (IBM)			
IBM 3803-3		1	
Memorex (MEM)			
Memorex 3281		**2**	
Storage Technology (STK)			
STK 4480-M20		2	3
STK 4490-M30	3	6	
STK 9490-M30	8	32	
STK CTS6005			1
Honeywell BULL (HB)			
HB MTS8218			1
TOTALS	**11**	**43**	**5**

AUTOMATED CARTRIDGE SYSTEMS			
Vendor/Model	**River Road (RRDC)**	**HUB/IBM (HBDC)**	**HUB/BULL (HBDC)**
Storage Technology (STK)			
STK 4411-001 (Y2K)	1		
STK 4411-001	2	5	1
TOTALS	**3**	**5**	**1**

Office of Information Technology
Data Center Services
Hardware Profile

IMPACT PRINTERS				
Vendor/ Model	**HUB/ IBM (HBDC)**	**HUB/ BULL (HBDC)**	**River View (RV)**	**TOTAL (PPM)**
International Business Machines (IBM)				
IBM 4248	2			240
Honeywell BULL (HB)				
HB PR1208		3		90
TROY CF045		2	1	60*
TOTALS	**2**	**5**	**1**	**390**

LASER PRINTERS						
Vendor/ Model	**PPM**	**River Road (RRDC)**	**HUB/ IBM (HBDC)**	**HUB/ BULL (HBDC)**	**River View (RV)**	**TOTAL (PPM)**
International Business Machines (IBM)						
IBM 3900	229	1				229
OCE'						
OCE' 744 Twin	372		1			372
Xerox (XER)						
XER 4235	35				11	385
XER 4045	12				8	96
XER 4050	50					50
XER 4890	90		2		2	360
XER 4135	135		2			270
Honeywell BULL (HB)						
HB PPS4300D	300	1		2		900
TOTALS		**2**	**5**	**2**	**21**	**2662**

* = Checks per Minute

Office of Information Technology
Data Center Services
Hardware Profile
Tape/Cartridge Media Utilization

CARTRIDGES AND REELS*			
Media	**IBM**	**BULL**	**Total Media**
Cartridges	133,293	42,800	176,093
Reels	3,418	2,091	5,509
"E" Cartridges	16,000		16,000
TOTALS	**152,711**	**44,891**	**197,602**

* As of 1/5/96

Office of Information Technology
Data Center Services
Hardware Profile
River Road Data Center (RRDC)

Central Processors					
Vendor/Model	MIPS	Storage		Channels	
		Central	Expanded	Escon	Parallel
International Business Machines (IBM)					
IBM 9672-R84 (CPUA)	285	2792	1304	124	15
IBM 9672-R84 (CPUB)	285	2720	1376	124	15
TOTALS	**570**	**5512**	**2680**	**248**	**30**

Direct Access Storage Devices (DASD)		
International Business Machines (IBM) & IBM Compatible		
Vendor/Model	Gigabytes (GB)/ Unit	#Units/GB
International Business Machines (IBM)		
IBM 9392-B33	22.7	27/613.0
IBM 9392-B23	11.35	7/79.5
IBM 3390-A38	22.7	2/45.5
IBM 3390-B3C	34	2/68.0
Hitachi Data Systems (HDS)		
HDS 7700	22.67	14/317.5
HDS 7700	22.67	18/408.0
HDS 7700	22.67	14/317.5 (Y2K)
HDS 7693-32	90.8	2/181.5
HDS 7693-24	68.1	2/136.5
HDS 7693-20	56.25	2/112.5
HDS 7970-6 (SCD)	1.0	2/2
EMC Corporation (EMC)		
EMC 5500-9560	51.0	10/510
TOTALS		**2791.5**

DASD CONTROLLERS		
International Business Machines (IBM) & IBM Compatible		
Vendor/Model	Cache/NVS	River Road (RRDC)
International Business Machines (IBM)		
IBM 9390-002	1.5gb/64MB	1
IBM 3990-6	512MB/16MB	1
IBM 3990-J03	64MB/4MB	1
Hitachi Data Systems (HDS)		
HDS 7690-6	128MB/16MB	1
HDS 7690-6	128MB/8MB	1
HDS 7690-6	256MB/16MB	1
HDS 7690-6	256MB/8MB	1
HDS 7700 (Integrated w/DASD)	1.5GB/-	2
HDS 7700 (Integrated w/DASD)	2GB/- (Y2K)	1
EMC Corporation (EMC)		
EMC 5500-8530 (Integrated w/DASD)	1.5GB/-	1
TOTALS		**11**

Office of Information Technology
Data Center Services
Hardware Profile
River Road Data Center (RRDC)

AUTOMATED CARTRIDGE SYSTEMS	
Vendor/Model	**River Road (RRDC)**
	Units
Cartridge/Tape Devices	
Storage Technology (STK)	
STK 4490-M34	3/12*
STK 4490-M34 (Y2K)	2/8*
Tape Controllers	
Storage Technology (STK)	
STK 4490-M30	2
STK 4490-M30 (Y2K)	1
Automated Cartridge Systems	
Storage Technology (STK)	
STK 4411-001	2
STK 4411-001 (Y2K)	1
TOTALS	

Office of Information Technology
Data Center Services
Hardware Profile
HUB Data Center/IBM (HBDC)

CARTRIDGE/TAPE DEVICES	
Vendor/Model	**HUB (HBDC)**
	Units
International Business Machines (IBM)	
IBM 3420-8	2/2*
Memorex (MEM)	
Memorex 3288	4/4*
Storage Technology (STK)	
STK 4480-M22	2/4*
STK 4490-M32	2/4*
STK 4490-M34	7/28*
STK 9490-M32	8/16*
STK 9490-M34	4/16*
TOTALS	**29/74**

***** The specified numbers describe units/transports

TAPE CONTROLLERS	
Vendor/Model	**HUB (HBDC)**
International Business Machines (IBM)	
IBM 3803-3	1
Memorex (MEM)	
Memorex 3281	2
Storage Technology (STK)	
STK 4480-M20	2
STK 4490-M30	6
STK 9490-M30	32
STK CTS6005	
TOTALS	**43**

IMPACT PRINTERS		
Vendor/Model	**HUB (HBDC)**	**TOTAL (PPM)**
International Business Machines (IBM)		
IBM 4248	2	240
TOTALS	**2**	**240**

LASER PRINTERS				
Vendor/ Model	**PPM**	**River Road (RRDC)**	**HUB (HBDC)**	**TOTAL (PPM)**
International Business Machines (IBM)				
IBM 3900	229	1	1	458
Xerox (XER)				
XER 4890	90		2	180
XER 4135	135		2	270
TOTALS		**1**	**5**	**908**

* = Checks per Minute

AUTOMATED CARTRIDGE SYSTEM	
Vendor/Model	**Units**
Storage Technology (STK)	
STK 4410-001	5
TOTALS	**5**

Office of Information Technology
Data Center Services
Hardware Profile
HUB Data Center/BULL (HBDC)

PROCESSOR				
Vendor/Model	**MIPS**	**Main Storage**	**Expanded Storage**	**Channels**
HB DPS 9000/92T	60	384	0	78
HB DPS 9000/753	111	768	0	80

DIRECT ACCESS STORAGE DEVICES (DASD)		
Vendor/Model	**Gigabytes (GB)**	**Units/GB**
Honeywell BULL (HB)		
EMC 5400	1.95	112/218.2
EMC 5300	1.95	108/211.2
EMC 5200	1.95	56/109.1
TOTALS	**51.25**	**74/313.3**

DASD CONTROLLERS	
Vendor/Model	**Units**
Honeywell BULL (HB)	
EMC 5400 (Integrated w/DASD)	1
EMC 5300	1
EMC 5200	1
TOTALS	**3**

CARTRIDGE/TAPE DEVICES	
Vendor/Model	**Units**
Storage Technology (STK)	
STK CTU 6002	4/8*
STK 4480-M24	2/8
STK 4480-M22	8/16*
Honeywell BULL (HB)	
HB MSU8200	3
TOTALS	**17/35**

*The specified numbers describe units/transports

AUTOMATED CARTRIDGE SYSTEM	
Vendor/Model	**Units**
Storage Technology (STK)	
STK 4410-001	1
TOTALS	**1**

PRINTERS				
Vendor/Model	**PPM**	**HUB (HBDC)**	**RIVER RD. (RRDC)**	**TOTAL PPM**
Honeywell BULL (HB)				
HB PPS4300D	300	2	1	900
HB PRU1208	30	3		90
TROY CF045	20	2		40
TOTALS		**7**	**1**	**1030**

Motor Vehicle Agency Listing and Percentage of Photo DL Business

Motor vehicle agencies are open from 8 am until 4:30 PM Monday through Friday and one night per week until 7:30 pm as noted.

	Current % of Photo DL Business	7:30 PM Closing
Bakers Basin RD 1 3200 Brunswick Pike Rte 1, Lawrenceville NJ (Mercer County) 08648	3.51%	Wednesday
Bayonne Rte 440 & Kennedy Blvd. City Line Plaza (Hudson County) 07002	1.62%	Tuesday
Bridgeton 40 East Broad St Suite 101 (Cumberland County) 08302	0.86%	Thursday
Burlington K-Mart Plaza, 1817 Rte 541 (Burlington County) 08016	2.62%	Monday
Camden 2600 Mt Ephraim Ave. (Camden County) 08104	1.38%	Wednesday
Cardiff 6701 Black Horse Pike Store # B3 & B4 Egg Harbor Twp., NJ (Atlantic County) 08234	2.06%	Wednesday
Cherry Hill Executive Campus at Cherry Hill (on Route 70)		

Building #1 (Camden County) 08002	2.90%	Tuesday
Deptford (in Regional Center*) DeptWood Center Delsea Dr and Cooper St (Gloucester County) 08096	3.23%	Wednesday
East Brunswick 271 Rte 18 (Middlesex County) 08816	2.63%	Monday
East Orange 514 Martin Luther King Blvd. (Essex County) 07018	1.64%	Thursday
Eatontown (in Regional Center*) Rte 36 (Monmouth County) 07724	4.41%	Tuesday
Edison Tano Mall, Amboy Ave. (Middlesex County) 08837	2.63%	Wednesday
Elizabeth 65 Jefferson Ave. (Union County) 07201	1.64%	Tuesday
Englewood 40 Bennett St (Bergen County) 07631	1.86%	Thursday
Flemington Cinema Plaza, Rte 31 (Hunterdon County) 08822	1.41%	Monday
Freehold Poet's Square Kozloski Rd, 32 Thoreau Dr. (Monmouth County) 07728	1.88%	Monday
Haddon Heights 120 White Horse Pike (Camden County) 08035	2.00%	Thursday

Irvington 10 Washington Ave. (Essex County) 07111	1.59%	Monday
Jersey City 438 Summit Ave. (Hudson County) 07307	2.07%	Monday
Lakewood Leisure Center 1195 Rte 70 Store 9 (Ocean County) 08701	2.18%	Thursday
Lodi 8 Mill St off Garibaldi Ave. (Bergen County) 07644	3.48%	Wednesday
Manahawkin Ocean County Resource Center Recovery Rd (Ocean County) 08050	1.11%	Monday
Matawan Rte 34 and Broad Street (Monmouth County) 07747	2.25%	Wednesday
Morristown 186 Speedwell Ave. (Morris County) 07960	2.52%	Wednesday
Medford Sharp's Run Plaza 175-25 Rt. 70 (Burlington County) 08055	1.70%	Wednesday
Newark 228 Frelinghuysen Ave. (Essex County) 07114	2.06%	Wednesday
Newton 106 Sparta Ave. (Sussex County) 07860	1.76%	Thursday

North Bergen 8901 Park Plaza 90th & Bergenline Ave. (Hudson County) 07407	2.62%	Wednesday
Oakland 350 Ramapo Valley Rd Suite 24 (Bergen County) 07436	2.92%	Monday
Rahway 1140 Woodbridge Rd & E. Hazelwood Ave. (Union County) 07065	2.51%	Monday
Randolph 1572 Sussex Turnpike Randolph, NJ 07869	2.29%	Tuesday
Rio Grande 1500 Rte 47 South (Cape May County) 08242	1.32%	Monday
Salem 5 Woodstown Rd (Salem County) 08079	1.19%	Wednesday
Somerville PO Box 636 10 Roosevelt Place (Somerset County) 08876	1.96%	Thursday
South Plainfield Middlesex Mall 6051 Hadley Rd, Store 5 (Middlesex County) 07080	2.83%	Tuesday
Special Services 225 E. State St Trenton, New Jersey (Mercer County) 08666	0.04%	N/A
Springfield 34 Center St		

(Union County) 07081	2.83%	Thursday
Toms River 1861 Hooper Ave. Village Square (Ocean County) 08753	2.35%	Wednesday
Trenton (in Regional Center*) 120 Stockton Street (Mercer County) 08666	1.61%	Wednesday
Vineland 80 Landis Ave. (Cumberland County) 08360	1.65%	Monday
Wallington 450 Main Ave. (Bergen County) 07057	1.72%	Wednesday
Washington 525 East Washington Ave. (Warren County) 07882	1.63%	Wednesday
Wayne 481 Rte 46 West (Passaic County) 07470	4.13%	Monday
Wayne #2 (in Regional Center*) 1578 Rte 23 North (Passaic County) 07470	2.69%	Wednesday
Williamstown 1951 Black Horse Pike Suite N (Gloucester County) 08094	2.05%	Monday
Wyckoff 430 Greenwood Ave. (Bergen County) 07481	2.66%	Thursday

* Indicates Regional Service Center

Image Retrieval Workstation (IRW) Volume Projection

Group	Number of IRW's	Location
Agencies	45	See Attachment - Motor Vehicle Agencies
Agency Support	1	MVS Headquarters, 225 E. State St. Trenton
Database Corrections (DBC)	1	MVS Headquarters, 225 E. State St. Trenton
Driver Control Services / Regulatory Affairs	1	MVS Headquarters, 225 E. State St. Trenton
Data Entry/Corrections	0	MVS Headquarters, 225 E. State St. Trenton
Driver Testing	12	See List Below
MVS Special Investigations	1	MVS Headquarters, 225 E. State St. Trenton
Regional Service Centers-RSC (agencies)	4	See Attachment - Motor Vehicle Agencies
RSC Driver Conferences	4	Located at the Regional Service Centers
State Police (Undercover Unit)	1	MVS Headquarters, 225 E. State St. Trenton
Surcharge	1	MVS Headquarters, 225 E. State St. Trenton
Transaction Auditing	1	MVS Headquarters, 225 E. State St. Trenton
Driver Review	1	MVS Headquarters, 225 E. State St. Trenton
Total Estimated	74	

The following Driver Testing sites require IRW's:

Burlington
1817 Rte 541, K-Mart Plaza
(Burlington County) 08016

Camden
2600 Mt Ephraim Ave.
(Camden County) 08104

Dover
Rte. 15 Armory

Matawan
Rte 34 and Broad Street
(Monmouth County) 07747

Newton
106 Sparta Ave.
(Sussex County) 07860

North Bergen
8901 Bergenline Ave.

(Morris County)

East Brunswick
271 Rte. 18
(Middlesex County)

Edison
Tano Mall, Amboy Ave.
(Middlesex County) 08837

Flemington
Rte. 12 National Guard Armory
(Hunterdon County) 08822

(Hudson County) 07407

Oakland
350 Ramapo Valley Rd, Suite 24
(Bergen County) 07436

Salem
5 Woodstown Rd
(Salem County) 08079

Springfield
34 Center Street
(Union County) 07081

Projected New Jersey Driver License Renewal for 2001 – 2005

4 Year Totals 6,036,513

2001	967,993	2003	1,998,130
Jan-2001	74,319	Jan-2003	138,237
Feb-2001	69,194	Feb-2003	140,070
Mar-2001	81,718	Mar-2003	162,331
Apr-2001	85,545	Apr-2003	157,321
May-2001	79,170	May-2003	159,879
Jun-2001	79,386	Jun-2003	162,810
Jul-2001	80,441	Jul-2003	159,119
Aug-2001	88,425	Aug-2003	175,474
Sep-2001	84,973	Sep-2003	193,682
Oct-2001	89,382	Oct-2003	193,528
Nov-2001	76,564	Nov-2003	174,839
Dec-2001	78,876	Dec-2003	180,840
2002	2,015,024	2004	1,055,366
Jan-2002	167,815	Jan-2004	59,126
Feb-2002	163,808	Feb-2004	59,796
Mar-2002	93,263	Mar-2004	70,595
Apr-2002	167,150	Apr-2004	92,978
May-2002	171,141	May-2004	98,013
Jun-2002	172,374	Jun-2004	100,467
Jul-2002	152,060	Jul-2004	116,808
Aug-2002	170,075	Aug-2004	131,265
Sep-2002	166,443	Sep-2004	102,904
Oct-2002	189,529	Oct-2004	77,161
Nov-2002	159,136	Nov-2004	63,228
Dec-2002	242,230	Dec-2004	83,025

5 Year Total	**580,796**
Jan-2005	44,591
Feb-2005	41,516
Mar-2005	49,031
Apr-2005	51,327
May-2005	47,502
Jun-2005	47,632
Jul-2005	48,265
Aug-2005	53,055
Sep-2005	50,984
Oct-2005	53,629
Nov-2005	45,938
Dec-2005	47,326

New Jersey Driver License Data for Non-Renewal for Activity

Documents issued by the NJ MVS system for the 12 Month period not including any Renewal Activity.

Miscellaneous- would include the change of address, change of name, corrections or other changes to the driver information that would need to reissue a document before expiration.

Duplicates - would include the document issued are a result of loss, damage to document or where a reissue of document required no change of the driver information.

Upgrades / Downgrades – represent the number of new document issued as a result to a change to endorsement or class.

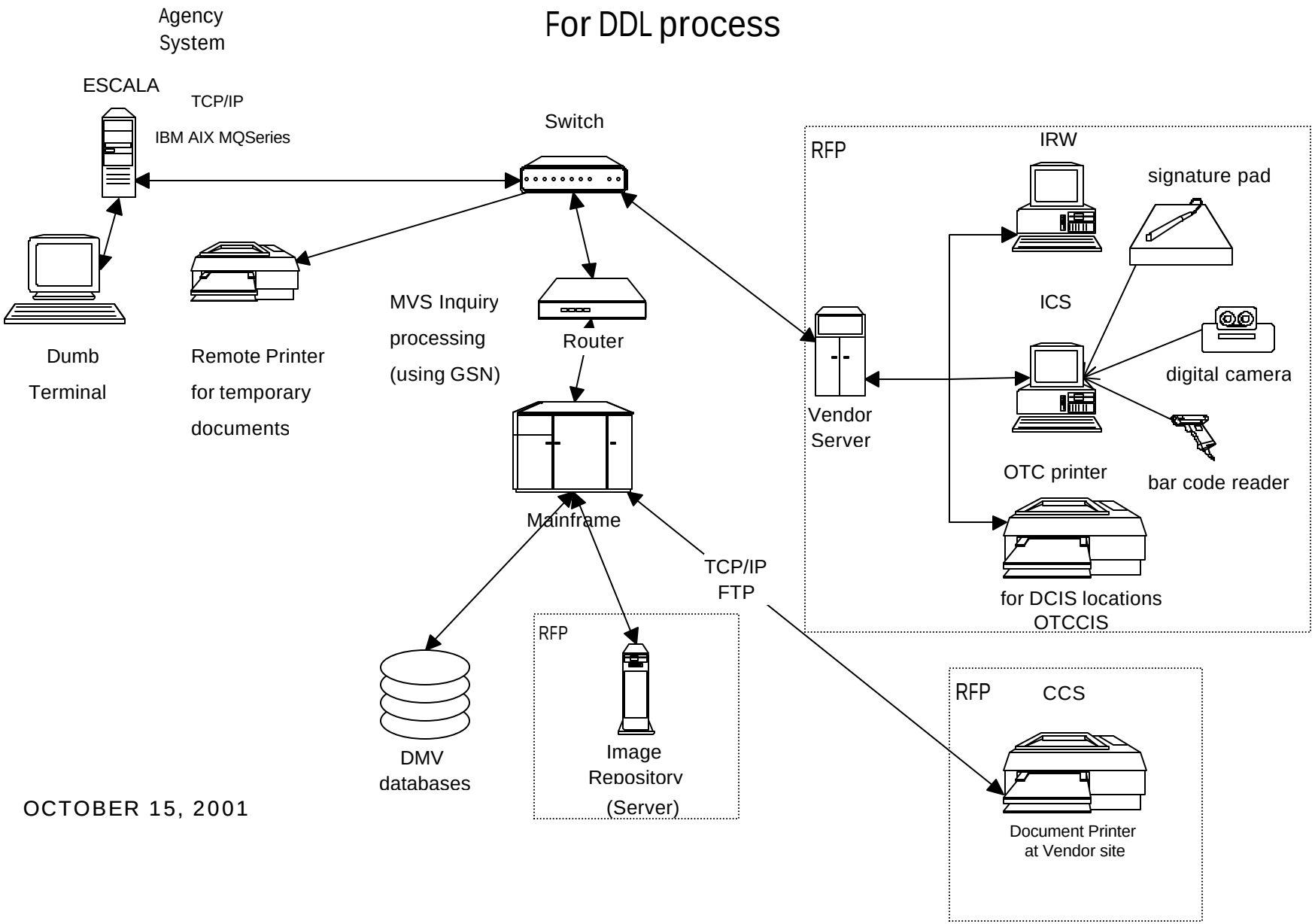
Initial – are the initial document issued for these particular type of documents.

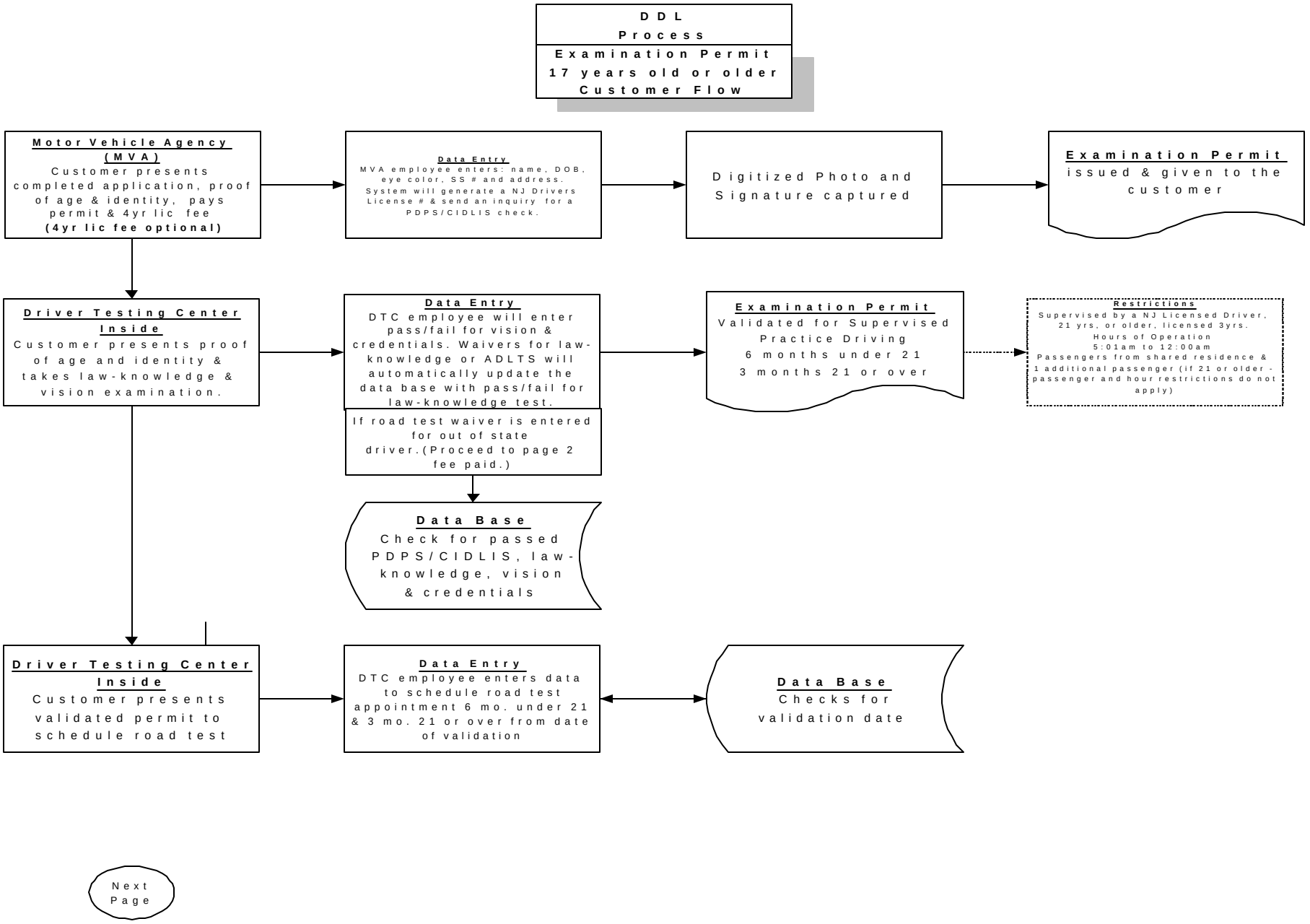
The data for this period are listed below:

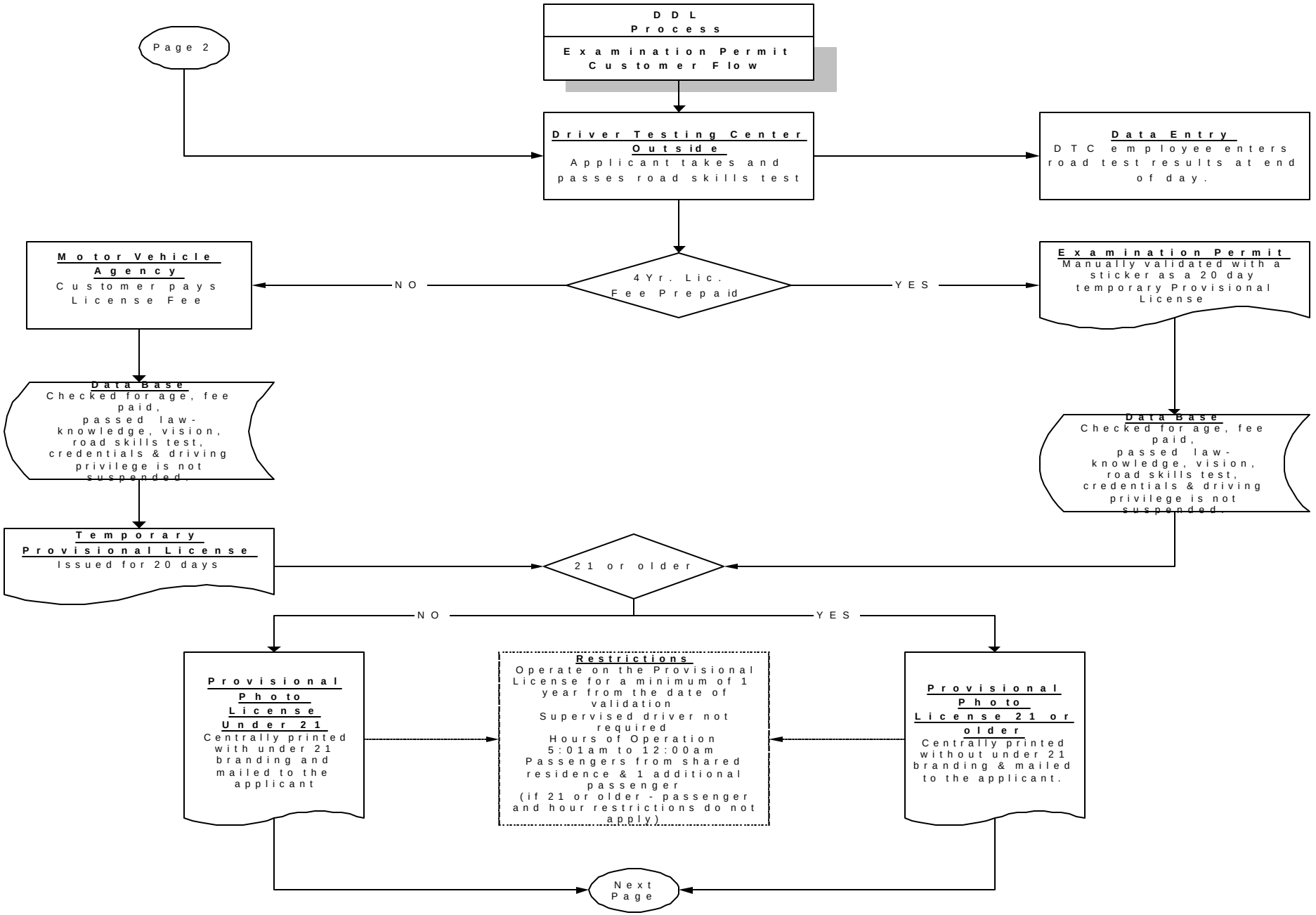
12 Months August 98 to July 99

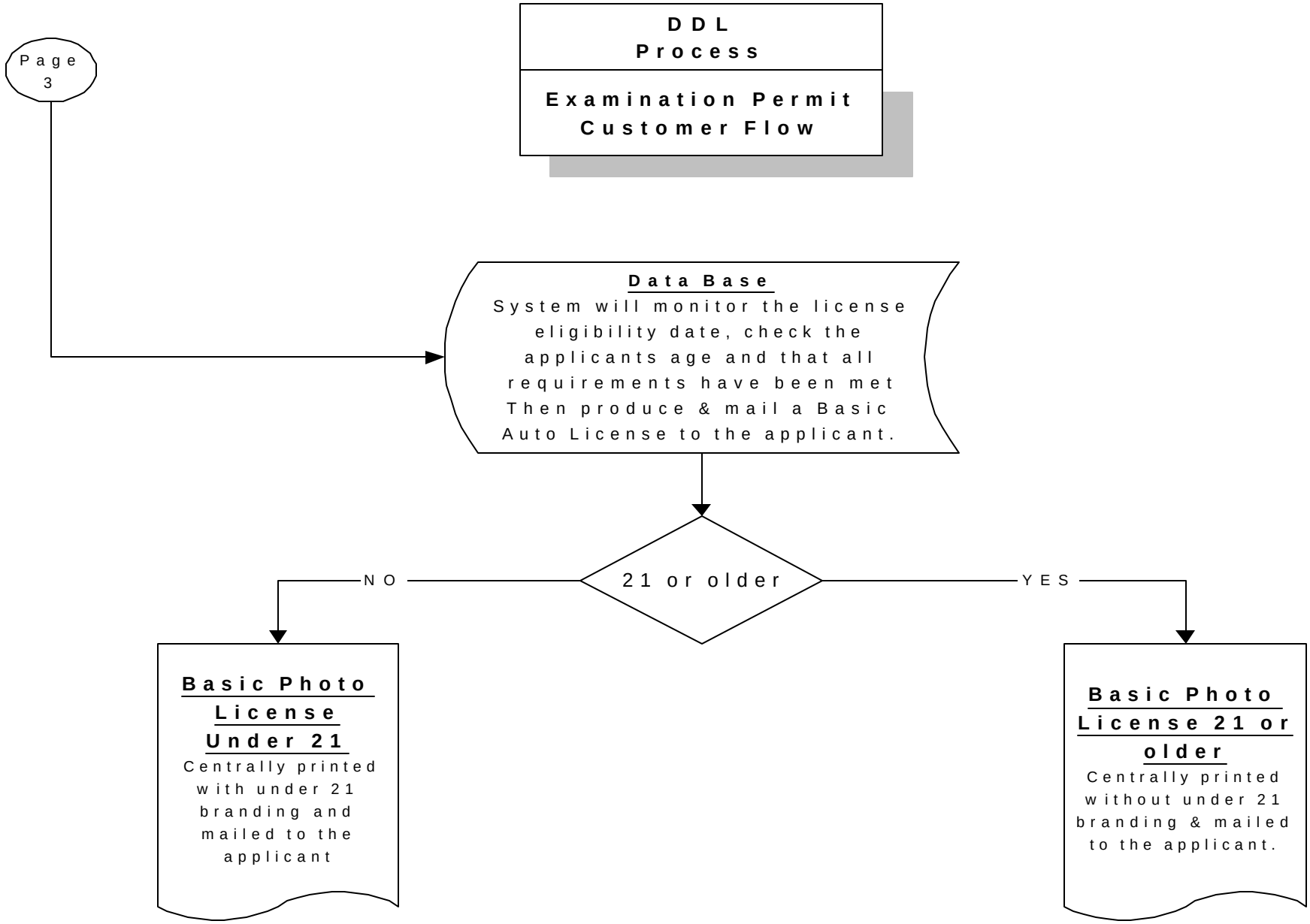
	Initials	Upgrades	Downgrades	Duplicates	Miscellaneous	Totals
NonPhoto	23,269	1,121	4,772	39,078	45,595	113,835
Photo	259,170	74,675	5,113	237,617	236,875	813,450
Permit	214,376	-	-	-	158,916	373,292
Totals	496,815	75,796	9,885	276,695	441,386	1,300,577

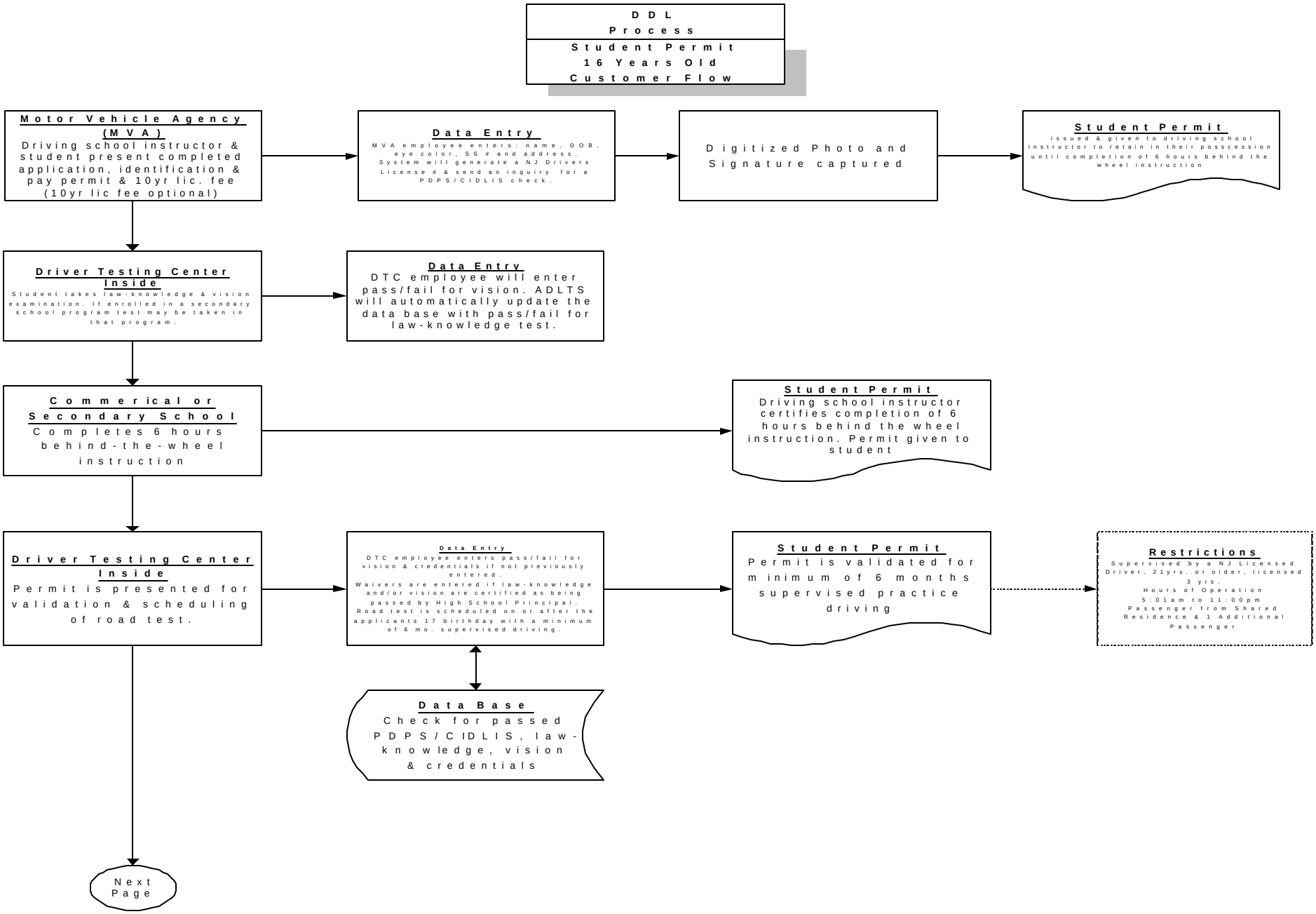
Agency Conceptual Data Flow Diagram For DDL process

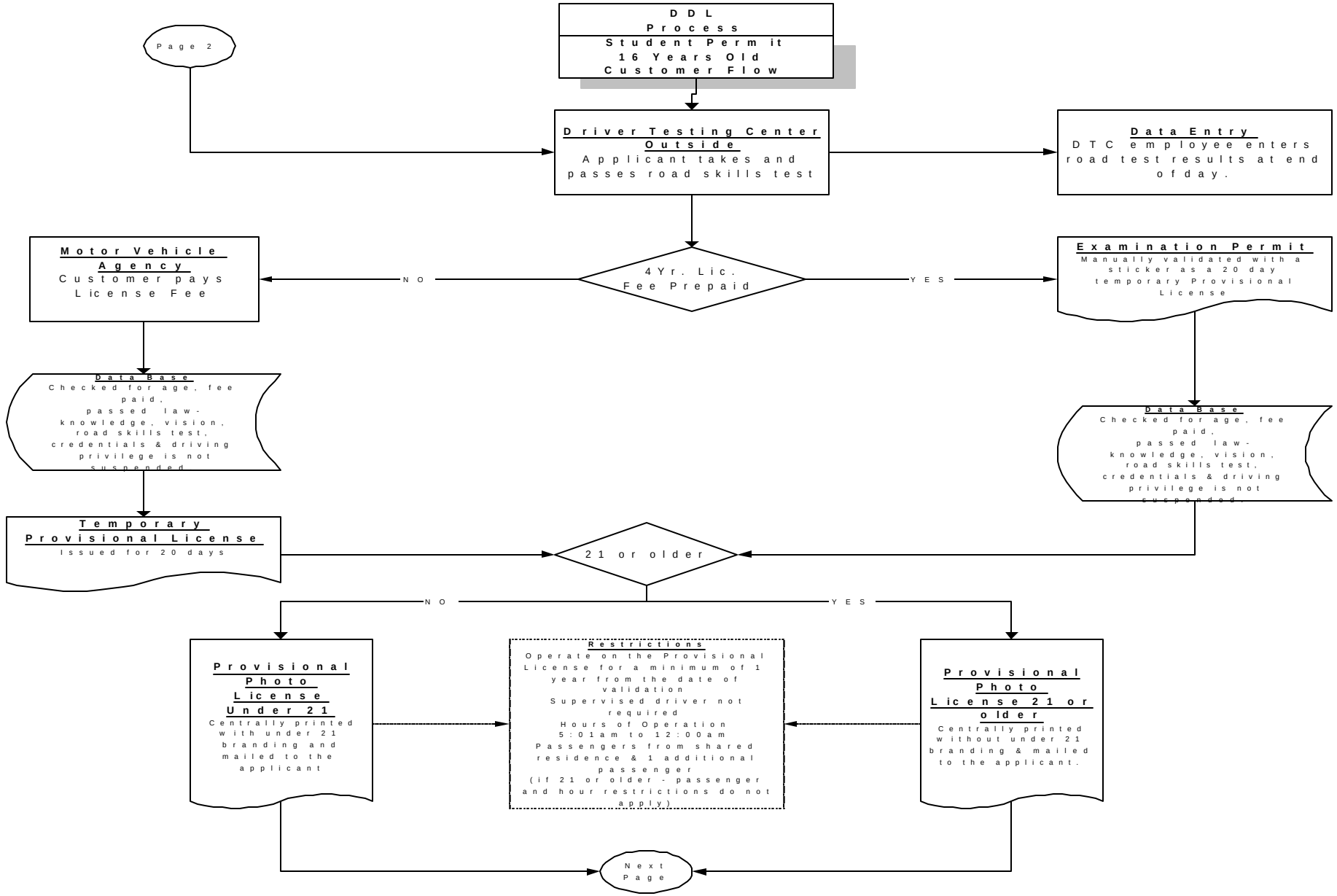


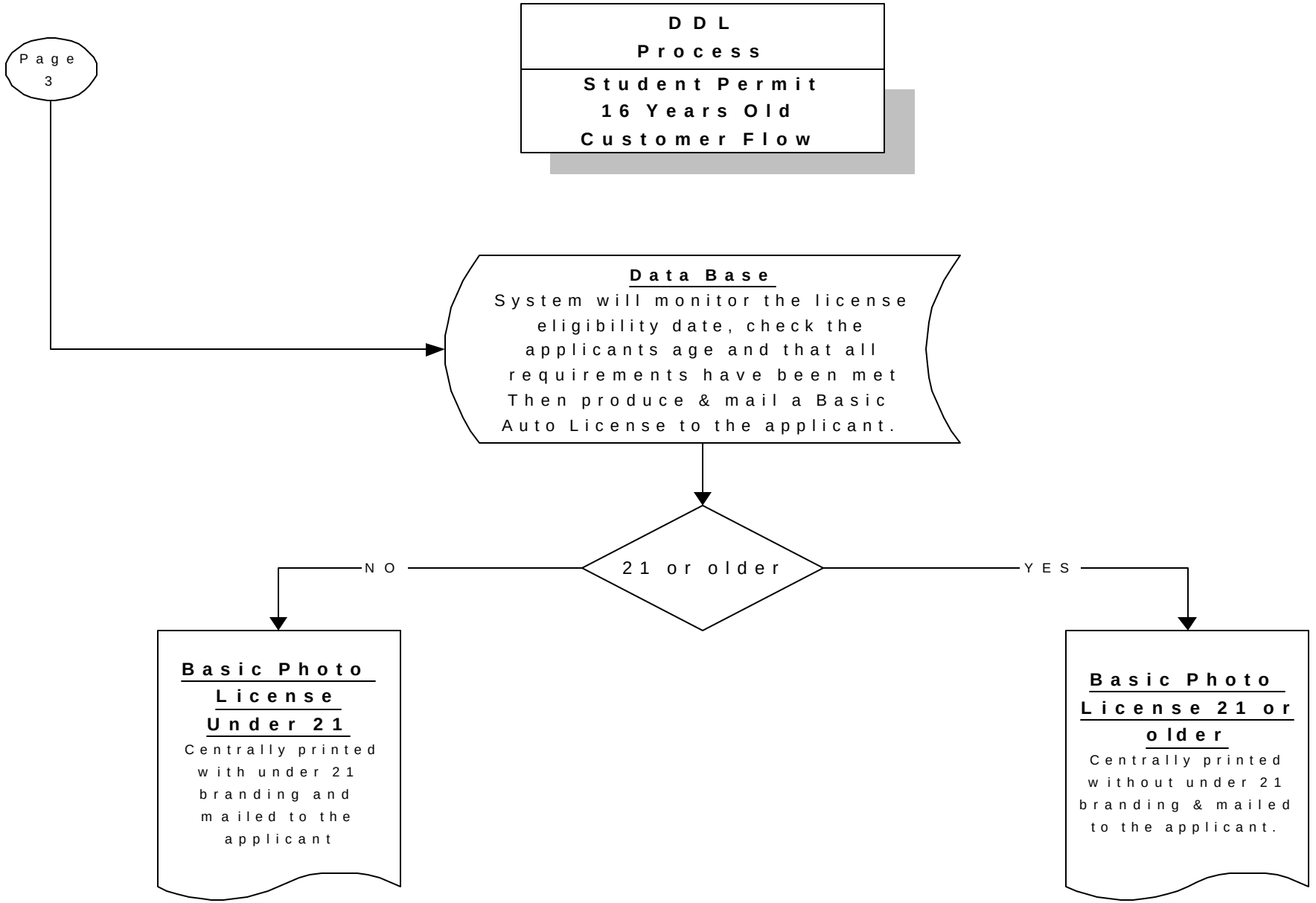

DDL
Process
Examination Permit
17 years old or older
Customer Flow
Motor Vehicle Agency (MVA)
Customer presents completed application, proof of age & identity, pays permit & 4yr lic fee
(4yr lic fee optional)
Data Entry
MVA employee enters: name, DOB, eye color, SS # and address. System will generate a NJ Drivers License # & send an inquiry for a PDPS/CIDLIS check.
Digitized Photo and Signature captured
Examination Permit
issued & given to the customer
Driver Testing Center Inside
Customer presents proof of age and identity & takes law-knowledge & vision examination.
Data Entry
DTC employee will enter pass/fail for vision & credentials. Waivers for law-knowledge or ADLTS will automatically update the data base with pass/fail for law-knowledge test.
If road test waiver is entered for out of state driver.(Proceed to page 2 fee paid.)
Examination Permit
Validated for Supervised Practice Driving
6 months under 21
3 months 21 or over
Restrictions
Supervised by a NJ Licensed Driver, 21 yrs, or older, licensed 3yrs.
Hours of Operation
5:01am to 12:00am
Passengers from shared residence & 1 additional passenger (if 21 or older - passenger and hour restrictions do not apply)
Data Base
Check for passed PDPS/CIDLIS, law-knowledge, vision & credentials
Driver Testing Center Inside
Customer presents validated permit to schedule road test
Data Entry
DTC employee enters data to schedule road test appointment 6 mo. under 21 & 3 mo. 21 or over from date of validation
Data Base
Checks for validation date
Next Page


DDL Process
Examination Permit Customer Flow
Page 2
Driver Testing Center Outside
Applicant takes and passes road skills test
Data Entry
DTC employee enters road test results at end of day.
4 Yr. Lic. Fee Prepaid
NO
YES
Motor Vehicle Agency
Customer pays License Fee
Examination Permit
Manually validated with a sticker as a 20 day temporary Provisional License
Data Base
Checked for age, fee paid, passed law-knowledge, vision, road skills test, credentials & driving privilege is not suspended.
Data Base
Checked for age, fee paid, passed law-knowledge, vision, road skills test, credentials & driving privilege is not suspended.
Temporary Provisional License
Issued for 20 days
21 or older
NO
YES
Provisional Photo License Under 21
Centrally printed with under 21 branding and mailed to the applicant
Restrictions
Operate on the Provisional License for a minimum of 1 year from the date of validation
Supervised driver not required
Hours of Operation 5:01am to 12:00am
Passengers from shared residence & 1 additional passenger
(if 21 or older - passenger and hour restrictions do not apply)
Provisional Photo License 21 or older
Centrally printed without under 21 branding & mailed to the applicant.
Next Page


DDL
Process
Examination Permit
Customer Flow
Page 3
Data Base
System will monitor the license eligibility date, check the applicants age and that all requirements have been met Then produce & mail a Basic Auto License to the applicant.
21 or older
NO
YES
Basic Photo License Under 21
Centrally printed with under 21 branding and mailed to the applicant
Basic Photo License 21 or older
Centrally printed without under 21 branding & mailed to the applicant.


DDL Process
Student Permit 16 Years Old Customer Flow
Motor Vehicle Agency (MVA)
Driving school instructor & student present completed application, identification & pay permit & 10yr lic. fee (10yr lic fee optional)
Data Entry
MVA employee enters: name, DOB, eye color, SS # and address. System will generate a NJ Drivers License # & send an inquiry for a PDPS/CIDLIS check.
Digitized Photo and Signature captured
Student Permit
issued & given to driving school instructor to retain in their posscession until completion of 6 hours behind the wheel instruction
Driver Testing Center Inside
Student takes law-knowledge & vision examination. If enrolled in a secondary school program test may be taken in that program.
Data Entry
DTC employee will enter pass/fail for vision. ADLTS will automatically update the data base with pass/fail for law-knowledge test.
Commerical or Secondary School
Completes 6 hours behind-the-wheel instruction
Student Permit
Driving school instructor certifies completion of 6 hours behind the wheel instruction. Permit given to student
Driver Testing Center Inside
Permit is presented for validation & scheduling of road test.
Data Entry
DTC employee enters pass/fail for vision & credentials if not previously entered.
Waivers are entered if law-knowledge and/or vision are certified as being passed by High School Principal.
Road test is scheduled on or after the applicants 17 birthday with a minimum of 6 mo. supervised driving.
Data Base
Check for passed PDPS/CIDLIS, law-knowledge, vision & credentials
Student Permit
Permit is validated for minimum of 6 months supervised practice driving
Restrictions
Supervised by a NJ Licensed Driver, 21yrs. or older, licensed 3 yrs.
Hours of Operation 5:01am to 11:00pm
Passenger from Shared Residence & 1 Additional Passenger
Next Page


DDL Process
Student Permit 16 Years Old Customer Flow
Page 2
Driver Testing Center Outside
Applicant takes and passes road skills test
Data Entry
DTC employee enters road test results at end of day.
Motor Vehicle Agency
Customer pays License Fee
NO
4 Yr. Lic. Fee Prepaid
YES
Examination Permit
Manually validated with a sticker as a 20 day temporary Provisional License
Data Base
Checked for age, fee paid, passed law-knowledge, vision, road skills test, credentials & driving privilege is not suspended
Data Base
Checked for age, fee paid, passed law-knowledge, vision, road skills test, credentials & driving privilege is not suspended.
Temporary Provisional License
Issued for 20 days
21 or older
NO
YES
Provisional Photo License Under 21
Centrally printed with under 21 branding and mailed to the applicant
Restrictions
Operate on the Provisional License for a minimum of 1 year from the date of validation
Supervised driver not required
Hours of Operation 5:01am to 12:00am
Passengers from shared residence & 1 additional passenger
(if 21 or older - passenger and hour restrictions do not apply)
Provisional Photo License 21 or older
Centrally printed without under 21 branding & mailed to the applicant.
Next Page


DDL
Process
Student Permit
16 Years Old
Customer Flow
Page 3
Data Base
System will monitor the license eligibility date, check the applicants age and that all requirements have been met Then produce & mail a Basic Auto License to the applicant.
21 or older
NO
YES
Basic Photo License Under 21
Centrally printed with under 21 branding and mailed to the applicant
Basic Photo License 21 or older
Centrally printed without under 21 branding & mailed to the applicant.

34405883

STUDENT PERMIT

N2963 26763 10843 CLASS J
FORFUN C NEWJERSEY
1 DELIGHTFUL DRIVE
GARDEN STATE NJ 08666-2787

Motor Vehicle Services NEW JERSEY

CERTIFICATE
NOT
ISSUED

ES SS20002870001

DOB: 10/05/1984 EXPIRES: 01/03/2002
ISSUED: 10/13/2000 EYES: GRY SEX: M
HT: 5-09 ES SS20002870001
FEE: 5.00 INI

THIS PERMIT ONLY VALID WHEN USED IN COMPLIANCE
WITH THE PROVISIONS SET FORTH ON NJSA 39:3-13.1,
NJSA 39:3-13.2 AND NJSA 39:3-13.2A OF THE
REVISED STATUTES

X_____

34405883 N2963 26763 10843

ROAD TEST NO _____

ID APPROVAL _____
VISION
WOG R20 L20 B20
WG R20 L20 B20
SCH. NURSE_____ DATE _____
LAW
SIGN_____ DATE _____

REJECTED BY RETURN

KNOWLEDGE TEST:
AUTO _____ _____ _____

THIS STUDENT HAS SUCCESSFULLY
COMPLETED THE BEHIND THE WHEEL
COURSE.

_____
NAME OF SCHOOL

_____
PRINCIPAL OR OWNER OF
CONNERCIAL SCHOOL

VISION
WOG R20 L20 B20
WG R20 L20 B20
CP_____BY_____DATE_____

RESTRICTIONS _____

DRIVING_____ DATE_____

APPT FOR DRIVING TEST
PLACE DATE TIME ACTUAL

X _____